

Profile of the U.S. Army a reference handbook 2001



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Contents

Foreword.	v
Chapter 1. U.S. National Security	1
National Defense: A Shared Responsibility	1
National Security Strategy	1
National Military Strategy	1
National Security Structure	2
The National Command Authorities	2
The Secretary of Defense	2
Military Departments	2
Major Wartime Military Missions	2
Operations Other Than War	4
Joint Chiefs of Staff	4
Combatant Commands	5
Chapter 2. The Army: The Land Component of U.S. National Security	6
The Army and the Nation	6
Mission of the Army	6
Section 3062, Title 10, United States Code	6
National Security Strategy	7
Department of Defense Directives	7
Composition of the Army	7
The Secretary of the Army	7
The Army Chief of Staff and Army Staff	8
Army Organization	8
Major Army Commands	9
The Army Components	10
The Organization of the Army in the Field	11
Ten Regular Army Divisions	12
Two Active Component/Army National Guard Integrated Divisions	12
The Army National Guard	13
National Guard Bureau	13
ARNG Strength	13
Call-up Authority	13
Training	14
ARNG Engaged	14
The Army Reserve	15
Office of the Chief, Army Reserve	15
U.S. Army Reserve Command	15
Training	15
USAR Strength	15
Call-up Authority	16
USAR Engaged	16

Chapter 3. The Soldier—Foundation of the Army 17

Basic Organizational Structure of the Army	17
Army Personnel Rank Structure	17
Commissioned Officers	17
Warrant Officers	17
Noncommissioned Officers	17
Junior Enlisted Soldiers	18
Department of the Army Civilians	18

Chapter 4. Major Functions of the Army 19

Readiness	19
Personnel	19
Training	20
Institutional Training	20
Unit Tactical Training	21
Modernization	21
Deployment and Sustainment	21
Logistics	22
Army Materiel Command	22
The Army Budget	22
The Budget Process	22
Army Budget Trends	22

Chapter 5. The Army's Families 24

Department of the Army Family Programs	24
Department of Defense Military Child Development System	26
Additional Information About Programs for Army Families	27

Chapter 6. The Army Engaged 28

Chapter 7. The Future 29

Looking Ahead	29
Transforming the Army	29
Legacy Force	29
Interim Force	29
Objective Force	29

Appendices 31

A. Basic Organizational Structure of the Army	31
B. Officer and Enlisted Rank Insignia	34
C. Army Branch Insignia	35
D. The Major Army Commands	36
E. Major U.S. Army Installations	46
F. Useful Army Websites	49
G. Additional Army Demographics	55
H. Glossary of Selected Army Acronyms/Abbreviations	56

Foreword

America's Army is a complex and dynamic organization. As we celebrate the 226th birthday of the nation's oldest fighting force, we can look back over more than a decade of major change—and ahead to a Transformation that will keep the U.S. Army the premier land force of the 21st century. This Transformation will take the Army to its goal of an Objective Force that is more lethal, agile, survivable and sustainable.

Profile of the U.S. Army is published by the Association of the United States Army's Institute of Land Warfare to help you understand the Army as it is organized today and to appreciate how it will change in the future. *Profile* takes a "top-down" approach, first describing the Army's mission and role as a key element in the national security structure. From that flow the "why" and "how" of the Army's organization and functions.

Profile is an easy-to-read, user-friendly reference source for basic information on the Army, and provides assistance to readers who seek more details. It contains general information on the Army's three components (active, Army National Guard and Army Reserve); budget and strength figures; soldier and family programs; and other aspects of Army life.

Appendices are included to provide specialized details, including a glossary of selected military terms. For the first time, website and e-mail addresses are listed. Every effort was made to provide accurate and up-to-date Internet information.

Profile of the U.S. Army is **your** guide. The Institute of Land Warfare welcomes your comments and suggestions on how to make future editions as useful to you as possible.

GORDON R. SULLIVAN
General, U.S. Army Retired
President

14 June 2001

Chapter 1

U.S. National Security

National Defense: A Shared Responsibility

The Preamble to the U.S. Constitution makes it clear that “We the People” have charged the federal government with, among other things, the responsibility for “the common defence.” That responsibility is shared between the legislative and executive branches (figure 1).

- ★ **Congress.** Congress raises and supports the military services; makes rules for governing and regulating them; declares war; and provides for organizing, arming and disciplining the National Guard and for mobilizing it.
- ★ **The President.** As commander in chief of the armed forces of the United States, the

President is responsible for directing national security affairs. He also has treaty-making authority, the power to appoint federal officers and the requirement to “take care that the laws be faithfully executed.”

The Constitution places the military under civilian control, shared by the President, as commander in chief, and Congress. This control is exercised through the Secretary of Defense, as head of the Department of Defense, and the secretaries of the military services.

National Security Strategy

National security is the protection of the United States from major internal and external threats to territorial, political or economic well-being. The President is responsible for developing the *National Security Strategy*, which sets forth the national security objectives designed to accomplish this goal.

The following basic national security objectives have remained essentially unchanged since the late 1940s:

- ★ Preserve the independence, institutions and territorial integrity of the United States; and
- ★ Preserve U.S. and allied vital interests abroad.

National Military Strategy

The Chairman, Joint Chiefs of Staff (CJCS), in consultation with the Joint Chiefs of Staff and the commanders in chief (CINCs) of the joint combatant commands, prepares the *National Military Strategy*, which describes how the military will

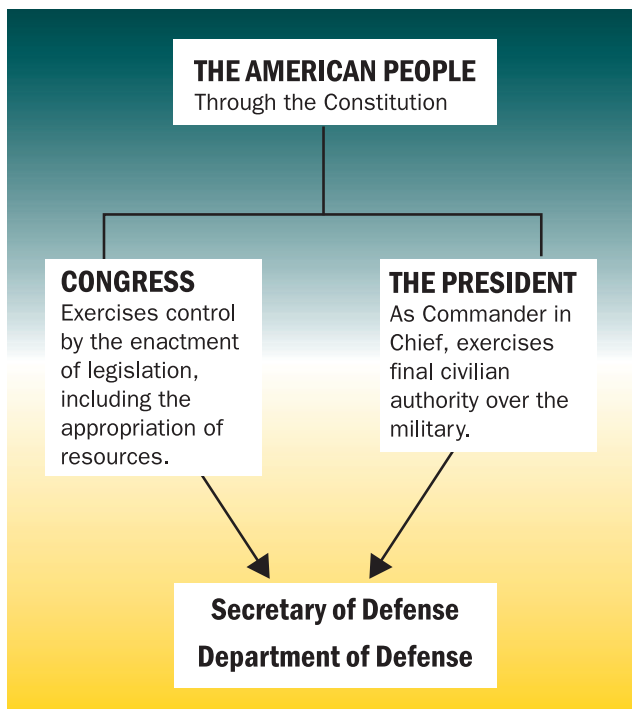


Figure 1. Constitutional Basis for U.S. Armed Forces

support the National Security Strategy. This provides the basis for all operations.

National Security Structure

The National Command Authorities

The military operational chain of command originates with the President. It then devolves to the Secretary of Defense, to the commanders in chief of the combatant commands, and finally to unit commanders. The President and the Secretary of Defense, together with their deputies, are termed the “National Command Authorities” (NCA). By law, only they have authority to order military action, including intertheater movement of troops.

The Secretary of Defense

The Secretary of Defense is the principal assistant to the President in all matters relating to the Department of Defense (DoD) (figure 2). The Department of Defense is composed of the Office of the Secretary of Defense (OSD); the Departments of the Army, the Navy (including the Marine Corps) and the Air Force; the Joint Chiefs of Staff and the Joint Staff; the unified and specified combatant commands; and the Defense Agencies and Field Activities. Also included are other offices, agencies, activities and commands as may be established or designated by law, or by the President or the Secretary of Defense.

Military Departments

The military departments are organized under civilian service secretaries who direct the nonoperational activities of their departments including the recruiting, training and equipping of their service forces. The chain of command for this purpose goes from the President through the Secretary of Defense to the service secretaries, then to the military chiefs of the services. The

service secretaries and military chiefs *do not* direct military operations. That responsibility is assigned to the combatant commands. Key functions of the military departments are to:

- ★ prepare forces and establish reserves of manpower, equipment and supplies;
- ★ maintain ready and mobile reserve forces;
- ★ prepare and submit budgets;
- ★ develop tactics, techniques and organization;
- ★ develop and procure weapons, equipment and supplies;
- ★ assist in training and equipping the military forces of foreign nations;
- ★ recruit, organize, train and equip interoperable forces for assignment to unified and specified combatant commands; and
- ★ assist other departments in the accomplishment of their respective functions.

The military services work together as a team in joint operations to execute U.S. military strategy and achieve U.S. national security objectives.

Major Wartime Military Missions

The Army is the primary land force. Its purpose is to control the land by employing dominant, decisive landpower to defeat an adversary's forces; and to seize, occupy and defend terrain.

The Navy has the mission to gain and maintain control of vital sea areas and to protect sea lines of communication from surface, subsurface and air threats. The naval forces support the Army by providing strategic sealift, surface and air fire support, and other types of assistance. The ground element of the Navy, the Marine Corps, seizes or defends advanced bases and conducts limited land operations.

The Air Force gains and maintains control of aerospace and projects aerial combat power wherever needed, to include deterring, neutralizing or destroying an adversary's forces.

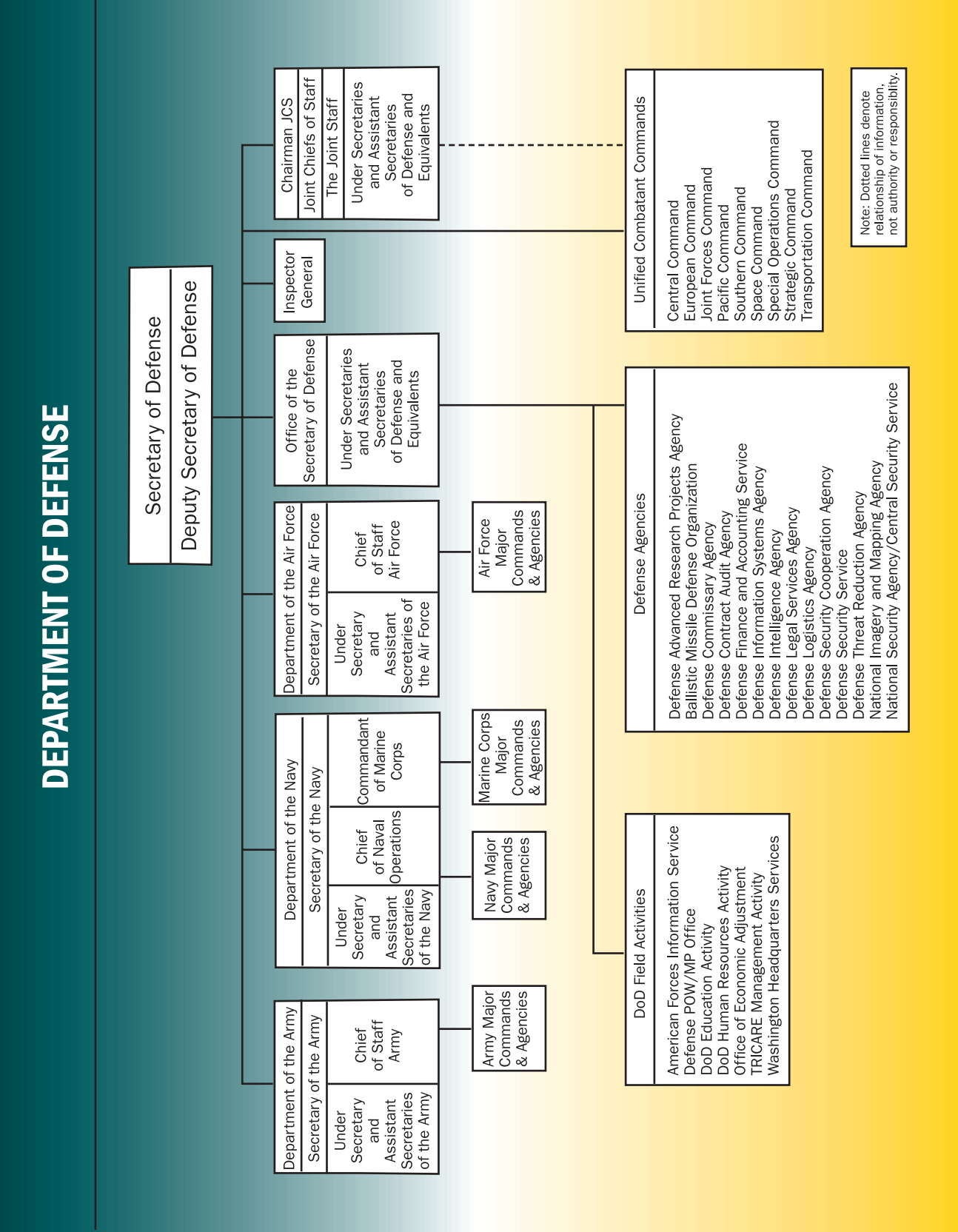


Figure 2. Department of Defense

Aerospace forces support the Army through interdiction, airlift and close air support.

Operations Other Than War

Military operations that do not warrant a declaration of war, but which could include combat, are required at times in support of national security. Such operations are almost always joint, and may take place in conjunction with allies. They may occur as actions of a U.S.-led coalition or in response to initiatives by international organizations—such as the United Nations or NATO—to which the United States has obligations.

Joint Chiefs of Staff

The Joint Chiefs of Staff (JCS) consist of the Chairman (CJCS) (who is senior to all other officers of the armed forces while holding office);

the Vice Chairman; the Chief of Staff, Army; the Chief of Naval Operations; the Chief of Staff, Air Force; and the Commandant, Marine Corps (figure 3). The Chairman is the principal military adviser to the President and Secretary of Defense, with key responsibilities to:

- ★ provide for the strategic direction of the armed forces and prepare strategic plans;
- ★ assess the capabilities of the armed forces;
- ★ advise on priorities of requirements, program recommendations and budget proposals;
- ★ develop doctrine for joint employment of U.S. military forces and policies for coordinating military education and training;
- ★ advise and assist the President and the Secretary of Defense on the establishment of combatant commands;
- ★ direct the Joint Staff; and

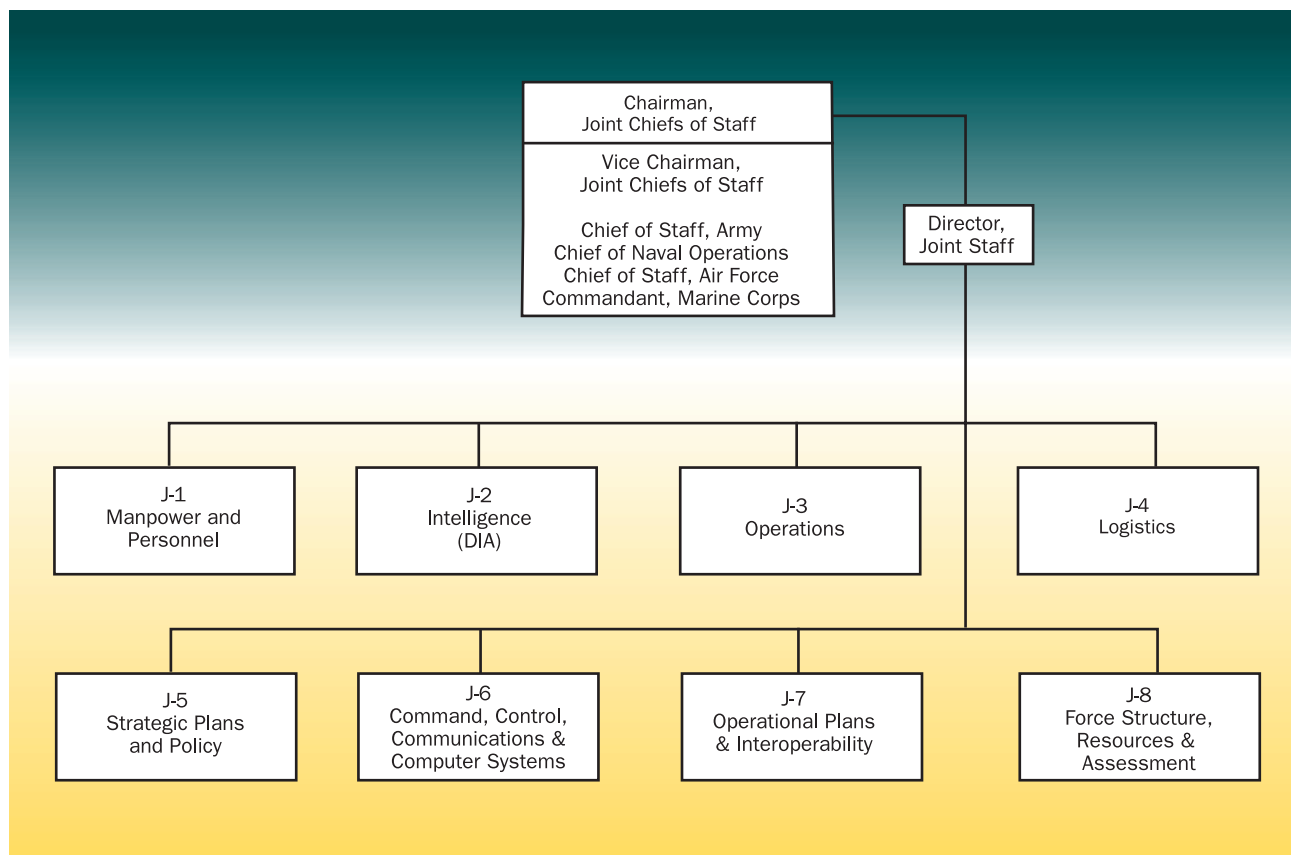


Figure 3. Joint Chiefs of Staff

★ communicate, oversee and act as spokesman for the unified combatant commands.

The Joint Staff assists the CJCS, and is composed of personnel from all the military services. It is supervised by the Director of Joint Staff and performs the staff functions necessary to facilitate the operations and missions assigned to combatant commands.

Combatant Commands

To operate most effectively, the armed forces of the United States are distributed among unified and specified combatant commands. A *unified command*, under a single commander, is composed of forces from two or more services and

has a broad range of responsibilities. A *specified command* is composed of forces from a single military service, with a commander from that service, and has a functional mission. There are currently no specified combat commands.

Combatant commands are established by the President through the Secretary of Defense with the advice and assistance of the Chairman of the Joint Chiefs of Staff. Each is commanded by a four-star Army, Marine or Air Force general, or a Navy admiral. The National Command Authorities may shift forces among commands based on the requirements of particular contingencies. Figure 4 reflects the current combatant commands and the major U.S. Army forces assigned to each.

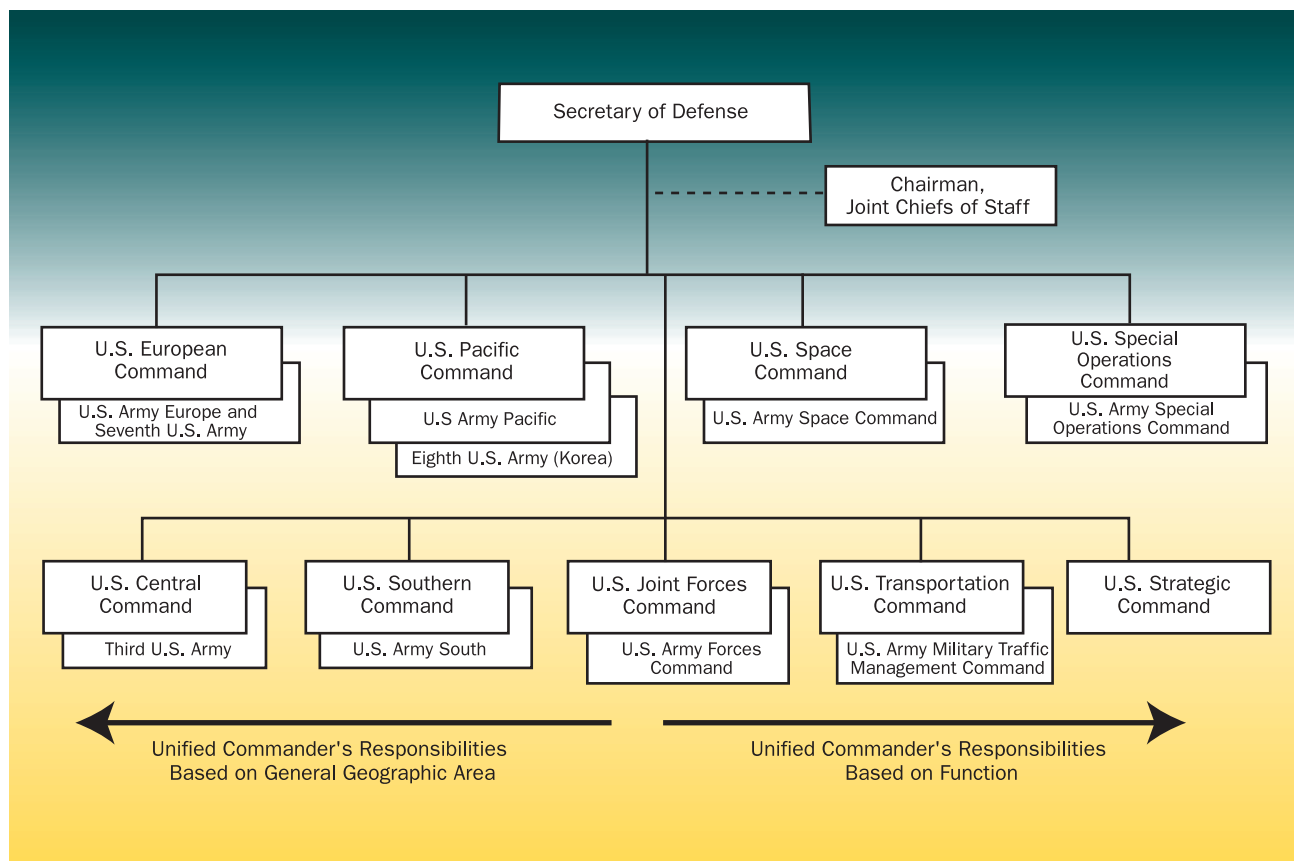


Figure 4. Combatant Commands

Chapter 2

The Army: The Land Component of U.S. National Security

The Army and the Nation

The birth of the United States Army preceded the birth of the nation. The American Army was formally created on 14 June 1775 when the Continental Congress authorized the first muster of its



own troops and brought the provincial militia—at that time laying siege to British-occupied Boston—under its own authority. Commanded by General George Washington and supported by French allies, the Continental Army

fought a grueling eight-year war to secure the freedoms so eloquently stated in the Declaration of Independence. From its birth, the American Army has relied on the concept of the citizen soldier, in time of national danger, to augment a smaller standing Army.

Since 1775, the Army has performed many types of duties at the direction of Congress and the President, because it had the training, discipline, skills and resources to do the work. Exploration, surveys, border defense, protection of both settlers and Native Americans, harbor development, and improvement of river navigation were among the early domestic services provided by the Army, as well as the defense of the Union in the Civil War. Other significant contributions over the years included forming the nation's first modern weather service, supervising the building of the Panama Canal, providing the first airmail service, making advances in

medical science, and serving as the executive agency for the Civilian Conservation Corps. These examples of domestic missions highlight the Army's long and important record of peacetime service to the nation.

Since the United States became a world power at the start of the 20th century, the Army has been called upon to defend U.S. national interests on a wide scale in regions far removed from American shores. In the military operations of two World Wars, Korea, Vietnam and the Persian Gulf, the Army responded to the call to duty and performed that duty well. During the 45 years of the Cold War, in many locations around the world, the Army performed a deterrent role as part of the U.S. containment strategy. In other places, at other times, the Army fulfilled the nation's expectations in operations too small to be called "wars," but involving combat just the same. To the soldiers on the ground, operations such as Urgent Fury in Grenada and Just Cause in Panama were deadly conflicts requiring the same sort of competence and battle proficiency as the larger-scale endeavors of their predecessors. Peace operations, such as Provide Comfort in Iraq, Restore Hope in Somalia and activities in the Balkans, are also dangerous.

For more than 226 years, the Army has served the United States in war and peace. The tradition of selfless service that began under George Washington remains as the bedrock of the Army today. A soldier is a citizen among other citizens, a defender of the Constitution, and a servant of the Republic.

Mission of the Army

Section 3062, Title 10, United States Code

The basic responsibilities of the Army are established by Congress in Section 3062, Title 10, United States Code (USC):

“It is the intent of Congress to provide an Army that is capable, in conjunction with the other armed forces, of

- ★ preserving the peace and security, and providing for the defense of the United States, the Territories, Commonwealths, and possessions, and any areas occupied by the United States;
- ★ supporting the national policies;
- ★ implementing the national objectives; and
- ★ overcoming any nations responsible for aggressive acts that imperil the peace and security of the United States.

“In general, the Army, within the Department of the Army, includes land combat and service forces and such aviation and water transport as may be organic therein. It shall be organized, trained and equipped primarily for prompt and sustained combat incident to operations on land. It is responsible for the preparation of land forces necessary for the effective prosecution of war, except as otherwise assigned and, in accordance with integrated mobilization plans, for the expansion of the peacetime components of the Army to meet the needs of war.”

National Security Strategy

The most current *National Security Strategy* (December 1999) directs the Army to be prepared to respond to the full range of threats to U.S. interests, and to assist in shaping the international security environment and preparing for the future.

Key responsibilities include:

- ★ deterring potential adversaries;

- ★ conducting multiple smaller-scale contingencies (SSCs) worldwide;
- ★ conducting peacetime engagement activities with allies and friends; and
- ★ conducting major theater warfare—defeating large-scale, cross-border aggression in two distant theaters in overlapping time frames.

Department of Defense Directives

Department of Defense directives further specify that the Army has the mission to organize, train, equip and provide forces for air and missile defense and space control operations; joint amphibious, airborne and space operations; special operations; electronic warfare operations; land lines of communication; and authorized civil works programs.

Composition of the Army

“The Army consists of the Regular Army, the Army National Guard of the United States, the Army National Guard, while in the service of the United States, and the Army Reserve; and all persons appointed or enlisted in, or conscripted into, the Army without component.” (Section 3062, Title 10, USC)

The Secretary of the Army

“The Department of the Army is separately organized under the Secretary of the Army. It operates under the authority, direction and control of the Secretary of Defense. . . . The Secretary of the Army is the head of the Department of the Army.” (Sections 3011 and 3013, Title 10, USC)

The Secretary of the Army is responsible for and has the necessary authority to conduct the affairs of the Department of the Army, including recruiting, organizing, supplying, equipping, training and mobilizing. The Secretary has a staff, known as the “Army Secretariat,” to assist

in the performance of these functions. The Army Secretariat is organized to carry out these functions and is structured as shown in figure 5.

The Army Chief of Staff and Army Staff

The Chief of Staff of the Army is appointed by the President for a period of four years. In time of war or other national emergency, the Chief may be extended or reappointed for an additional four years. Subject to the authority, direction and control of the Secretary of the Army, the Chief of Staff also has specific duties, with the Army Staff to assist in performing them. These include:

- ★ transmitting and providing advice on the plans and recommendations of the Army Staff to the Secretary;
- ★ acting as the agent of the Secretary in the execution of approved plans and recommendations;

★ exercising supervision over members and organizations of the Army as directed by the Secretary; and

- ★ performing the duties prescribed as a member of the Joint Chiefs of Staff.

The principal members of the Army staff are shown in figure 6.

Army Organization

For field operations, the Army is organized into combat, combat support and combat service support units of different sizes and capabilities.

- ★ Combat units are those directly involved in the conduct of fighting; they include infantry, armor, field artillery, special forces, air defense artillery, aviation, and combat engineers.
- ★ Combat support units provide operational assistance to combat units, including engagement in combat when necessary. These

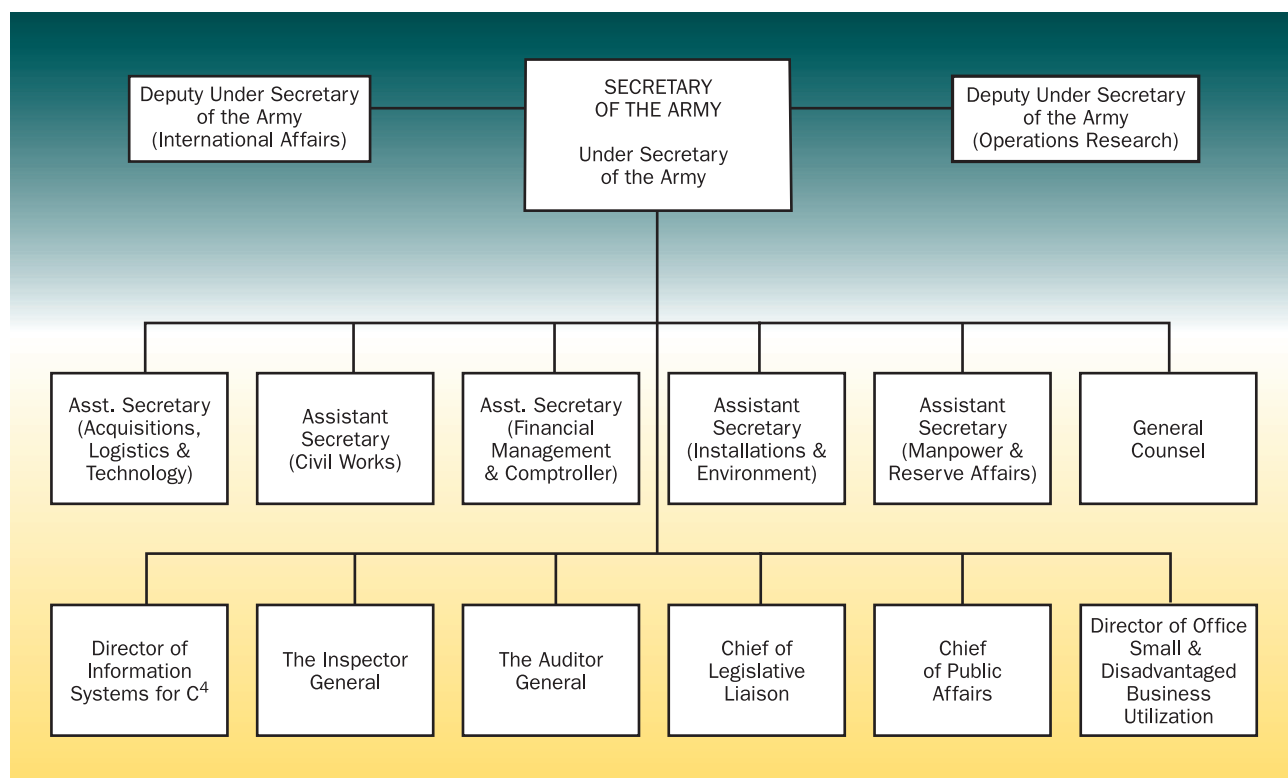


Figure 5. Army Secretariat

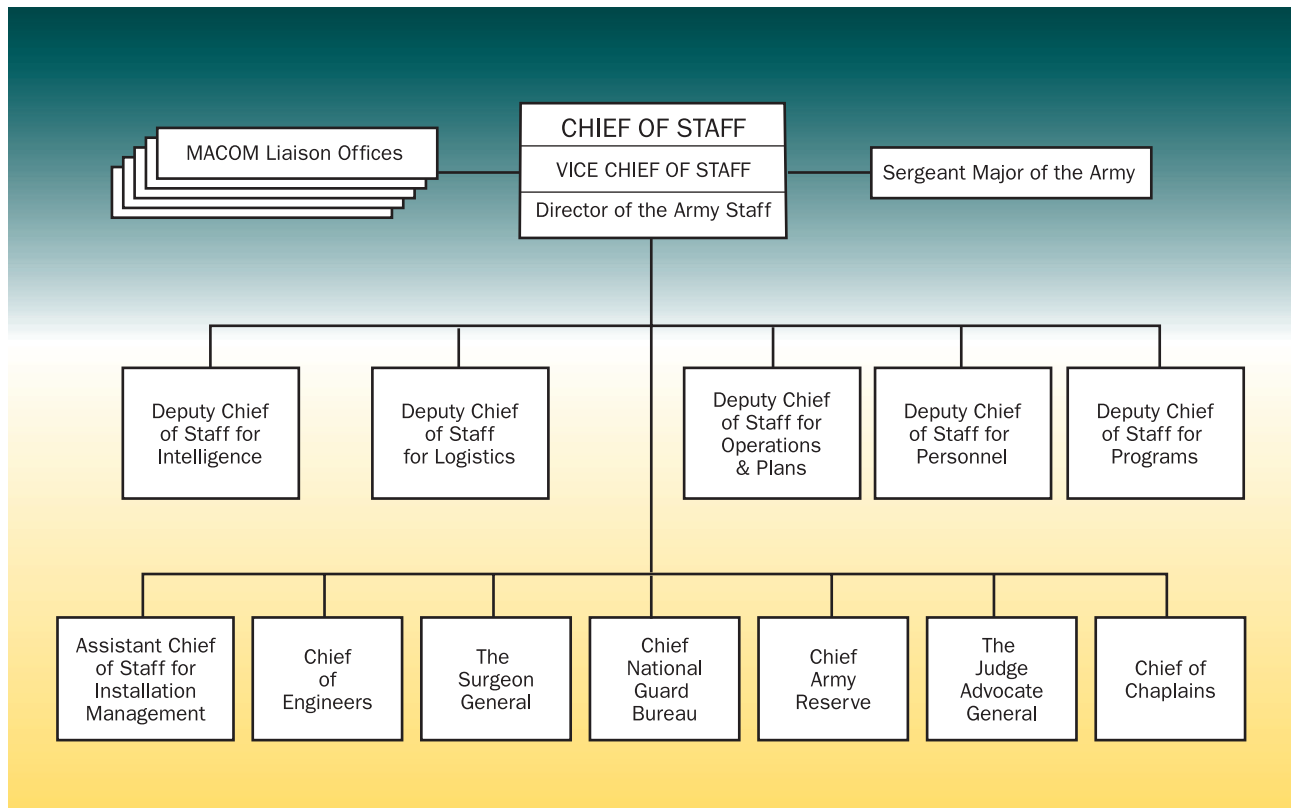


Figure 6. The Army Staff

include signal, military police, chemical and military intelligence units.

- ★ Combat service support units mainly provide administrative, medical, finance, transportation, quartermaster, supply or other support; their personnel are not usually directly engaged in combat operations.

In addition to the field units, there is a complex supporting structure of other Army organizations, agencies and commands that perform a wide range of activities. This supporting structure, manned by both military and civilian personnel, provides the following functional services for the Army:

- ★ command and control;
- ★ training and military education;
- ★ medical, transportation, supply and maintenance;
- ★ recruiting;

- ★ research and development; and
- ★ engineering and base support.

Major Army Commands

Major Army Commands (MACOMs) are functional- or regional-specific headquarters designed to supervise, coordinate and support Army activities across large geographic areas. Some are based within the continental United States (CONUS), others are outside (OCONUS). Other than a few that are supervised by the Army Staff, each Army unit, agency and organization belongs to a MACOM. The function-specific MACOMs are shown in figure 7.

Several Army commands are located outside the continental United States. These are the Army components of United States regional unified commands. The Army components are under the operational control of the commanders in

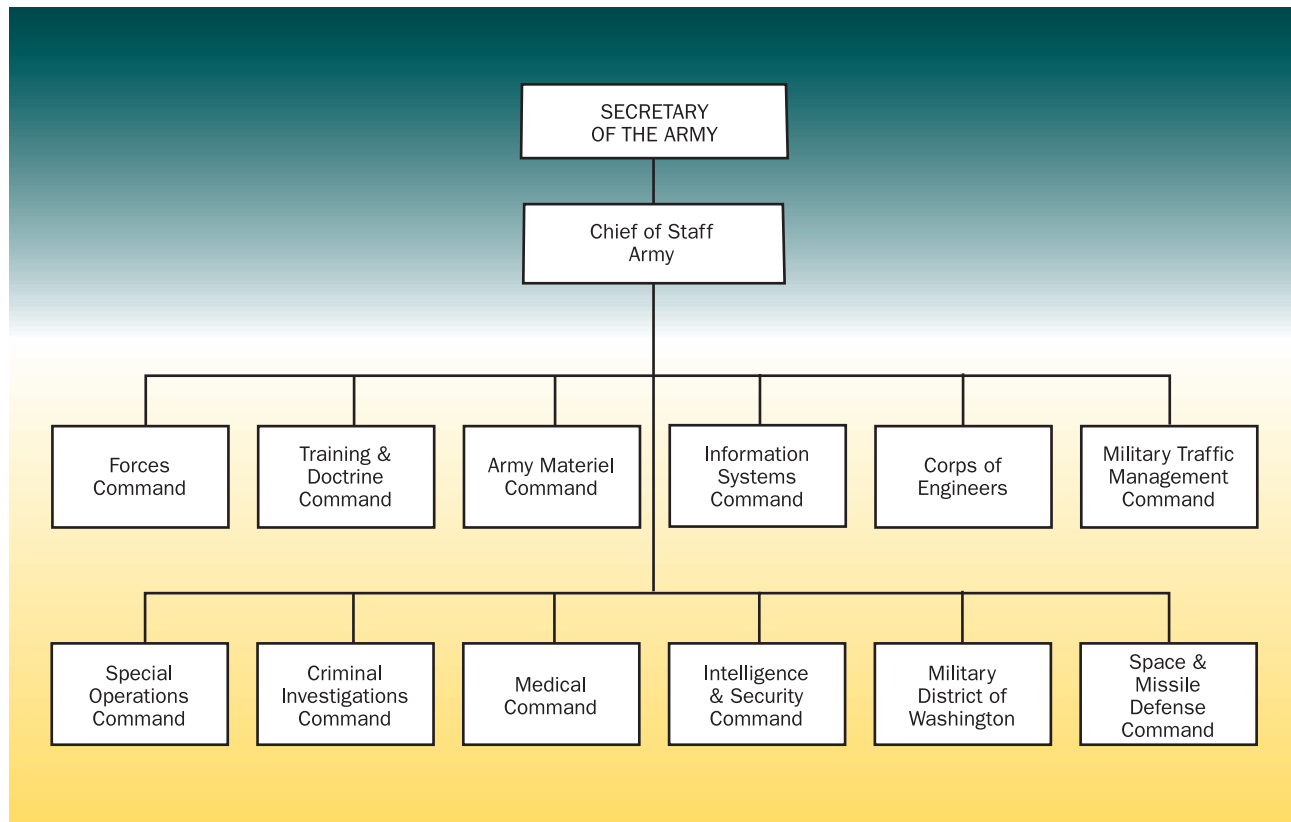


Figure 7. Army Functional MACOMs

chief of those unified commands, who in turn report to the Secretary of Defense.

The five Army regional MACOMs and the unified commands to which they are assigned are shown in figure 8.

Additionally, Army personnel serve in other overseas locations, to include United Nations agencies, NATO commands, Security Assistance organizations, defense attaché offices, and various other offices stemming from treaties and executive agreements with individual nations.

For more information about the MACOMs, see appendix D, page 36.

The Army Components

The Army is an integrated, cohesive organization comprised of the Regular Army, Army National Guard, and Army Reserve. At any one time, elements of all three serve together on active duty.

The Regular Army provides the traditional, full-time standing Army force for the accomplishment of national security objectives. Since 1973, the Regular Army has been an all-volunteer force used to support forward presence and provide initial forces for rapid deployments worldwide.

The term “reserve components” (RC) refers to both the Army National Guard and the Army Reserve. There are three reserve categories—the Ready Reserve, the Standby Reserve and the Retired Reserve.

★ The Ready Reserve is comprised of the members of Army National Guard and Army Reserve units, Individual Mobilization Augmentees (IMAs), Active Guard/Reservists, Individual Ready Reservists, and members of the Inactive Army National Guard.

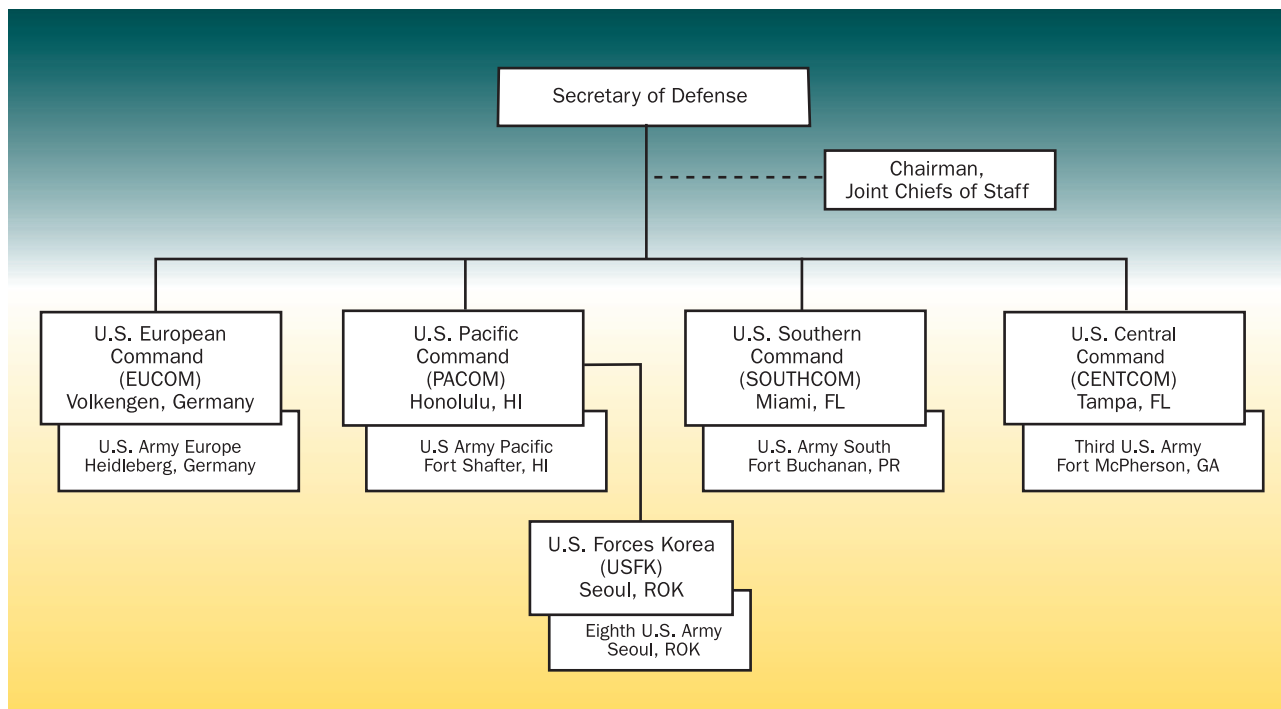


Figure 8. Army Regional MACOMs

- ★ The Standby Reserve consists of individuals who have completed their active duty and reserve training requirements, or who are unable to maintain membership in units.
- ★ The Retired Reserve is composed of individuals who have completed terms of service qualifying for retirement.

A significant part of the Army's support structure resides in these reserve components. There is an increased reliance on the Army National Guard and Army Reserve for early-deploying combat and support forces. In fact, the Army Reserve provides most of the critical combat service support units for the Army's contingency force package (see page 15 for details). A presidential decision is required to federalize Army National Guard units or call Army Reserve units to active duty.

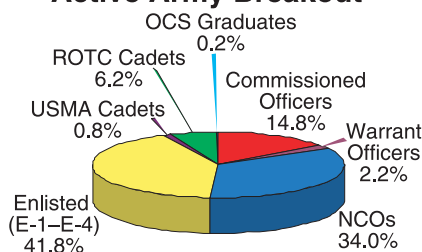
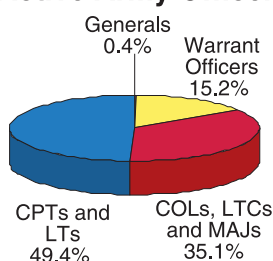
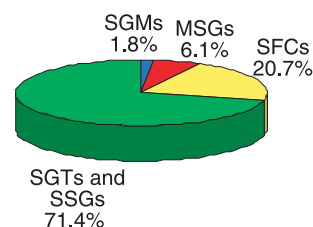
Two Army National Guard division headquarters—the 49th Armored and 29th Infantry Divisions—have been deployed to the Balkans to act as command and control for Regular and reserve component units deployed there.

The Organization of the Army in the Field

The major units of the Army in the field today include four corps, 18 divisions, and a wide variety of separate brigades, regiments and groups.

In the active Army there are ten tactically organized division headquarters: two are forward-deployed in Europe; one is in Korea; one is in Hawaii; and six are stationed in the continental United States (see the foldout map following page 12). The remaining eight are Army National Guard divisions (see the foldout map following page 14).

The division is the Army's smallest tactical unit permanently organized as a complete combined arms team. It is a self-sustaining force capable of independent operations. The division is composed of varying numbers and types of combat, combat support and combat service support units. Whether a division is armored, mechanized, infantry, light infantry, airborne or air assault determines the number and type of units assigned to it.

Active Army Breakout**Active Army Officers****Active Army Ranks—NCOs****Ten Regular Army Divisions****1st Infantry Division (Mechanized)**

—headquarters and two brigades in Germany, one brigade at Fort Riley, Kansas.

1st Armored Division

—headquarters and two brigades in Germany, one brigade at Fort Riley, Kansas.

1st Cavalry Division

—headquarters and four brigades at Fort Hood, Texas.

2d Infantry Division

—headquarters and two brigades in Korea, one brigade at Fort Lewis, Washington.

3d Infantry Division (Mechanized)

—headquarters and two brigades at Fort Stewart, Georgia, one brigade at Fort Benning, Georgia.

4th Infantry Division (Mechanized)

—headquarters and two brigades at Fort Hood, Texas, one brigade at Fort Carson, Colorado.

10th Mountain Division (Light Infantry)

—headquarters and two brigades at Fort Drum, New York. The 172d Light Infantry Brigade (Separate), at Forts Richardson and Wainwright in Alaska, is assigned to be the third brigade for the 10th Mountain Division.

25th Infantry Division (Light)

—headquarters and two brigades at Schofield Barracks, Hawaii, and one brigade at Fort Lewis, Washington.

82d Airborne Division

—headquarters and three brigades at Fort Bragg, North Carolina.

101st Airborne Division (Air Assault)

—headquarters and three brigades at Fort Campbell, Kentucky.

Two Active Component/Army National Guard Integrated Divisions

Two Active Component/Army National Guard (AC/ARNG) Integrated Divisions were established in 1999. Each division headquarters, under the command of an active Army major general, provides command, control and training readiness oversight to three enhanced Separate Brigades (eSBs) of the Army National Guard.

7th Infantry Division (Light)—division headquarters, Fort Carson, Colorado.

The three eSBs are the 39th Infantry Brigade (Light)—Arkansas; the 41st Infantry Brigade (Light)—Oregon; and the 45th Infantry Brigade (Light)—Oklahoma.

24th Infantry Division (Mechanized)—division headquarters, Fort Riley, Kansas.

The three eSBs are the 30th Infantry Brigade (Mechanized)—North Carolina; the 48th Infantry Brigade (Mechanized)—Georgia; and the 218th Infantry Brigade (Mechanized)—South Carolina.

The Army National Guard



The Army National Guard (ARNG) traces its lineage to December 1636, when the Massachusetts Bay Colony organized three militia regiments, patterned after the English Militia systems, to defend against the growing threat of the Pequot Indians. All males between the ages of 16 and 60 were obligated to own arms and take part in the defense of the community.

Today's Army National Guard of trained citizen-soldiers is the direct descendent of those colonial militias. Each state and territory has its own National Guard force, as provided by the United States Constitution.

The ARNG has a unique dual mission, with both state and federal responsibilities. When not on active federal duty, Army National Guard forces are under the command, through State Adjutants General, of their respective state governors.

The Army National Guard accounts for 38 percent of the total Army force structure, providing 56 percent of the combat force, 36 percent of combat support, and 32.5 percent of combat service support for the active Army.

National Guard Bureau

The National Guard Bureau is both a staff and operating agency in the Department of Defense and is headed by the Chief, National Guard

Bureau, an Army Guard or Air Guard lieutenant general who is appointed by the President for a four-year term. The Bureau serves as the link between the Departments of the Army and Air Force and the individual states. Within the Bureau is the Director of the Army National Guard, a Guard major general who is responsible for administering the resources for equipping and training Army National Guard units to perform in their federal role.

ARNG Strength

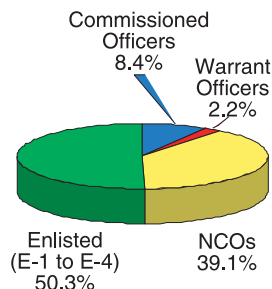
The Army National Guard, with more than 350,000 personnel, boasts 2,360 units in nearly 2,700 communities—in all 50 states, three territories and the District of Columbia. Nationwide there are 27,000 ARNG facilities, including more than 3,100 armories and 283 state-operated training sites.

Call-up Authority

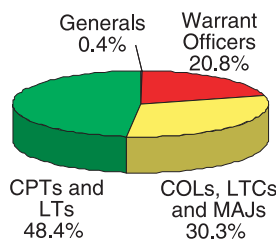
A governor can call his state's Guard units into action during local or statewide emergencies, such as storms, drought and civil disturbances. Army National Guard members are also trained to provide civil support, including information operations, in the event of domestic terrorism.

The President can activate the Guard to participate in federal missions, including not only support of the active Army but also such activities as counterdrug and peacekeeping operations. Examples of the latter are the many Guard units who have deployed to support operations in

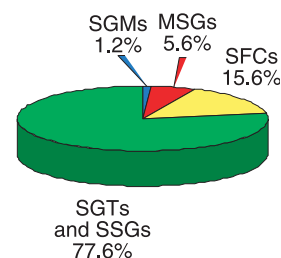
ARNG Breakout



ARNG Officers



ARNG NCOs



Bosnia and Kosovo. When federalized, Army National Guard units are commanded by the commander in chief of the theater in which they are operating.

Training

When not on active duty, Army National Guard members train one weekend (two or three days) per month, with an additional Annual Training commitment of 15 days per year. The 15 reinforcing or enhanced Separate Brigades receive

additional training support and priority in modernization equipment to enable them to reinforce deployed combat forces within 90 days.

ARNG Engaged

In Fiscal Year (FY) 2000, more than 27,000 Army National Guard soldiers spent nearly one million mandays in more than 60 countries. On an average day, more than 150 ARNG members are aiding their communities.

The Army Reserve

The Army Reserve (USAR), a federal force, was formed by Congress in 1908. After World War I, the National Defense Act of 1920 established the Organized Reserve Corps, which included both units and individuals. The USAR provides 31 percent of all combat support and 44 percent of all combat service support for the Army. Within these functional areas, the Army Reserve provides for 97 percent of all civil affairs units, 89 percent of all psychological operations units, 70 percent of all Army hospitals, and 100 percent of all railway transportation units. In addition, the Army Reserve has two AH-64 Apache attack helicopter battalions and an infantry battalion.

Office of the Chief, Army Reserve

The Chief, Army Reserve (CAR) is a Reserve lieutenant general who serves as an advisor to the



Army Chief of Staff on USAR matters. The Office of the Chief, Army Reserve (OCAR) is part of the Department of the Army (DA) staff (see figure 6). OCAR develops and executes Army Reserve plans,

policies and programs, administers USAR personnel, operations and construction funds, and supervises the Army Reserve Personnel Command.

U.S. Army Reserve Command

The Chief, Army Reserve also serves as the commander of the U.S. Army Reserve Command (USARC), a major subordinate command of U.S.



Army Forces Command (FORSCOM). USARC commands, controls and supports all Army Reserve units in the continental United States except psychological operations and

civil affairs units, which are commanded by the United States Army Civil Affairs and Psychological Operations Command (USACAPOC).

Within the contiguous United States there are ten Regional Support Commands (RSCs) that align with the ten Federal Regions, as well as one RSC in Puerto Rico. They provide resource, logistics and personnel management services to all Army Reserve units within their regions (see foldout map following page 16). Three RSCs with large concentrations of soldiers—the 81st, 88th and 90th—have Regional Support Groups to assist in providing support to subordinate units.

More than 70 Army Reserve units are located outside the continental United States. Those in Europe are under 7th Army Reserve Command, which is commanded by United States Army Europe (USAREUR), a component of U.S. European Command (EUCOM). Those in the Pacific Region are under the 9th Regional Support Command, which is under the command of United States Army Pacific (USARPAC), a component of U.S. Pacific Command (PACOM). Both the 7th Army Reserve Command and the 9th Reserve Support Command report to OCAR for funding and to their component commands for command and control.

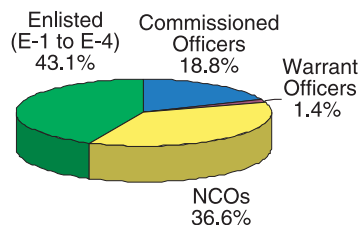
Training

Seven USAR Institutional Training Divisions around the country (see foldout map) train individual soldiers through certified programs of instruction focusing on individual skills and professional development. Unit training is provided by five USAR Training Support Divisions.

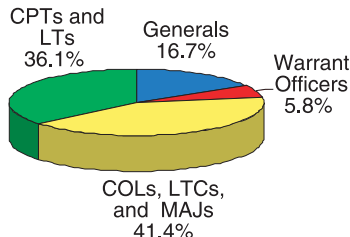
USAR Strength

Selected Reserve. The Army Reserve has approximately 187,800 drilling soldiers in more than 2,000 units in the United States, Guam, the Virgin Islands, Puerto Rico and Germany. Active Guard/Reserve (AGR) Reservists—serving on full-time active duty in units and organizations

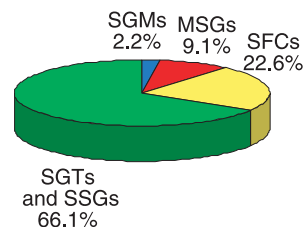
Army Reserve Breakout



Army Reserve Officers



Army Reserve NCOs



that directly support the Army Reserve—total more than 11,600. Individual Mobilization Augmentees (IMAs)—assigned to high-level headquarters where they would serve if mobilized—total more than 5,100. These three categories make up the Selected Reserve, with a total strength of about 204,500.

Individual Ready Reserve. The Individual Ready Reserve (IRR) consists of trained soldiers who may be called upon to replace soldiers in active and reserve units. Many are soldiers who have left active duty recently and still have a reserve commitment. IRR total strength is almost 155,000.

Retired Reserve. The Retired Reserve consists of approximately 693,300 retirees from the Army's active and reserve components.

Call-up Authority

In the event of an emergency, the President has the authority to mobilize all members of the Selected Reserve and up to 30,000 members of the Individual Ready Reserve. Both congressional and presidential actions are required for full mobilization of units and other Reservists, including remaining IRR soldiers and retirees.

USAR Engaged

In Fiscal Year 2000, more than 54,000 Army Reserve soldiers spent nearly 1.14 million man-days in 42 countries. They also provided assistance stateside responding to calls for service during natural calamities, road- and house-building efforts, medical requirements, etc.

Chapter 3

The Soldier— Foundation of the Army

Basic Organizational Structure of the Army

Missions are executed or carried out by elements or organizations of different sizes within the Army. The individual soldier—the basic building block of all Army organizations—may be a commissioned officer, noncommissioned officer (NCO) or enlisted soldier. See appendix A for the basic structure of the Army's forces.

Army Personnel Rank Structure

Officers, enlisted soldiers and Department of the Army civilians all swear or affirm solemn oaths. These oaths include the pledge “to support and defend the Constitution of the United States” and to “bear true faith and allegiance to the same.” This codicile is the foundation of the Army's ethos, which can be summarized as “duty, honor, country.”

★ **Army Rank Structure.** Army rank insignia are displayed in appendix B.

★ **Army Branch Insignia.** Soldiers serve in various combat, combat support and combat service support branches. See appendix C for branch insignia.

Commissioned Officers

With their commissions approved by Congress, officers are representatives of the Commander in Chief of the Armed Forces—the President of the United States. The commission serves as the basis for an officer's legal authority. Commissioned officers are expected to prudently

and courageously exercise finely-honed judgment in the performance of their duties to command soldiers, establish Army policy, and manage Army resources. They are generalists as well as specialists who assume progressively broader and greater responsibilities over the course of their service.

Warrant Officers

Warrant officers are highly specialized, single-track specialty officers who receive their authority from the Secretary of the Army upon their initial appointment. However, Title 10, USC, authorizes the commissioning of warrant officers (WO1) upon promotion to chief warrant officer (CW2). These commissioned warrant officers are direct representatives of the President of the United States. They derive their authority from the same source as commissioned officers but serve only in their technical field. Warrant officers can and do command detachments, units, activities and vessels as well as lead, coach, train and counsel subordinates. As leaders and technical experts, they provide valuable skills, guidance and expertise to commanders and organizations in their particular field.

Noncommissioned Officers (NCOs)

NCOs provide the first-line leadership in the Army. Like all enlisted soldiers, NCOs are sworn not only to support and defend the Constitution, but also to obey the orders of their officers. They derive their authority from law, as well as from regulations and tradition. This authority allows them to direct soldiers, take actions required to accomplish the mission, and enforce good order

and discipline. NCOs execute the Army's missions every day. As the traditional "backbone" of the Army, NCOs transform recruits into teams of soldiers, and teach young lieutenants many of the basics of being an officer. NCOs also remain in a specific area of military expertise as they progress to higher rank.

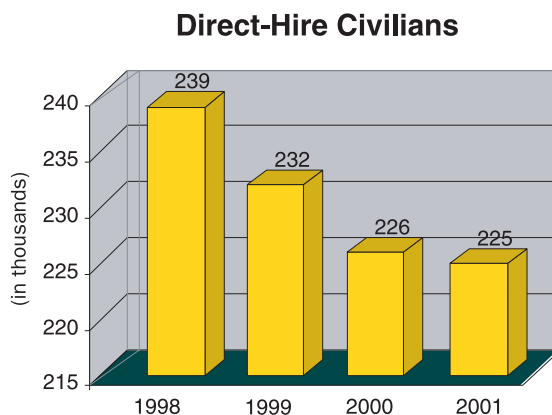
Junior Enlisted Soldiers

The Army's strength is the American soldier. He or she will always be the one responsible for taking and holding the ground in support of U.S. foreign policy, mission, goals and objectives. Even with sophisticated technology and advanced equipment, an Army cannot fight, sustain and win a war without individual, quality soldiers. Soldiers are the essence of the American spirit: courageous in war, compassionate in peace, and committed to the defense of the nation.

Department of the Army Civilians

As members of the executive branch of the federal government, Department of the Army (DA)

civilians are part of the Army. They derive their authority from a variety of sources, such as commanders, supervisors, Army regulations and Title 5, USC. DA civilians' authority is job-related: they normally exercise authority related to their positions. The members of the Civilian Corps are an indispensable part of the Army—only through the integrated efforts of dedicated civilians and soldiers can the Army accomplish its assigned functions and make the most effective use of its resources.



Chapter 4

Major Functions of the Army

Readiness

Military readiness is the measure of the capability of military forces to perform the requirements those forces must accomplish. This has special importance in the Army's force-projection role, where quick response and rapid execution are critical to success. A number of elements contribute to the readiness equation: personnel readiness, equipment readiness, training readiness and leadership. Readiness is a perishable asset and needs constant attention and renewal, requiring people, effort, time and resources. Readiness is not only a "today" asset; it incorporates a "future" dimension as well:

- ★ **Personnel readiness** means having in place in the unit the right number and right kinds of people with the proper skills, fully trained and ready to execute missions. The future depends on the ability to recruit, train and retain quality people, which means a continuing need to focus on recruiting incentives and quality-of-life issues. (See chapter 5 for information about Army and DoD programs for Army families.)
- ★ **Equipment readiness** requires the right kinds of equipment, properly maintained, in condition to fight, and in the hands of soldiers. Future equipment readiness depends on continued modernization and upgrading of weapons and equipment.
- ★ **Force readiness** connotes trained and ready military organizations, prepared as a team to accomplish combat missions as well as missions other than war. Future readiness depends on adapting to changes in doctrine

and tactics, new organizational structures, and the integration of new and modernized weapons and equipment.

The readiness of soldiers today is the product of many years' investment in quality people, training, doctrine, force mix, modern equipment and leader development.

Personnel

Since 1990, the Army has reduced its active forces by 271,000; reduced the Army National Guard by 87,000; reduced the Army Reserve by 94,000; and reduced the civilian workforce by 164,000. Figure 9 shows the extent of Army personnel cutbacks in all components since 1990.

The goals that have been set for recruiting quality enlisted personnel require that no less than 90 percent of new soldiers must be high school graduates. Currently, the Army is meeting or exceeding this goal.

The Army primarily acquires officers from three sources—the United States Military Academy (USMA), the Reserve Officer Training Corps (ROTC) and Officer Candidate School (OCS). The major source of officers is the senior ROTC program, which is operated by U.S. Army Cadet Command with programs at 270 colleges and universities in the United States. In FY 2000, 3,151 ROTC graduates, 925 USMA graduates and 636 OCS graduates received commissions in the active Army. An additional 153 ROTC graduates were commissioned and assigned to the Army National Guard; 76 other ROTC graduates went to the Army Reserve.

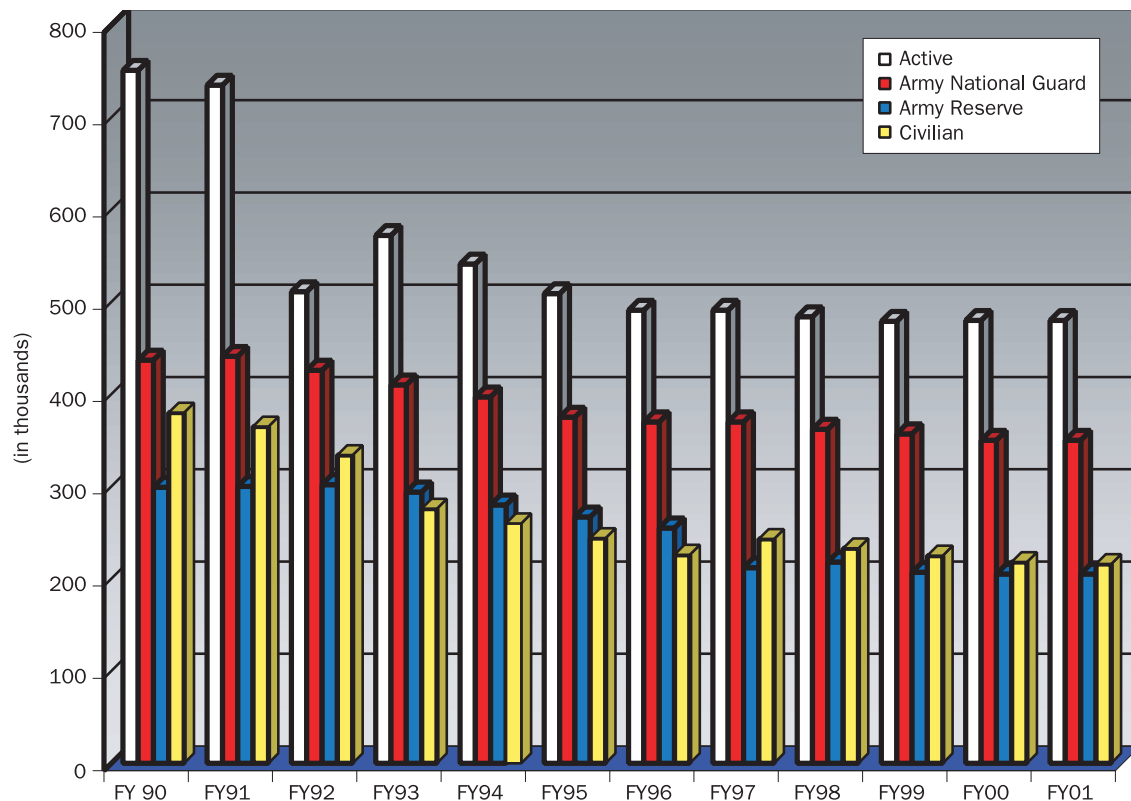


Figure 9. Personnel Strength (in thousands) from FY 1990 to FY 2001

Equally important are the development and retention of high-quality noncommissioned officers (NCOs). In addition to operational experiences, NCOs are developed through a disciplined Noncommissioned Officer Education System (NCOES) of courses and schools teaching leadership and technical skills appropriate for each NCO level.

Training

U.S. Army Training and Doctrine Command (TRADOC) is responsible for the operation of the extensive Army school system that provides military specialty training and professional military education.

Reserve component schools make up a major part of the system. They provide training for Guardsmen and Reservists who cannot attend active Army schools. The RC also provides designated special courses and training for all

Army personnel. In addition, the Army National Guard conducts its own Officer Candidate School and other skill training courses.

The Army has established a Total Army School System (TASS) with integrated Army, Army National Guard and Army Reserve schools.

Generally, Army training can be categorized as *institutional training* and *unit tactical training*.

Institutional Training

- ★ Initial Entry Training (Basic Combat for all soldiers, followed by Advanced Individual Training in a unit or at an Army branch school).
- ★ Noncommissioned Officer Education System (NCOES), which includes the Primary Leadership Development Course, the Basic Course, the Advanced NCO Course and the Sergeants Major Academy.

- ★ Officer Training consisting of the Basic and Advanced Courses at an Army branch school, followed by mid-level schooling at the Command and General Staff College or the Armed Forces Staff College; and senior-level schooling at the Army War College or National Defense University.
- ★ Specialty Training given to officers, NCOs and enlisted soldiers to provide specialized technical and skill knowledge necessary for their duties.

Unit Tactical Training

Unit tactical training is designed to prepare units for a variety of operational missions. Although most of this training is conducted at home installations, the Army operates combat training centers that provide realistic training in a combat-like environment. The three combat training centers—the National Training Center (NTC) at Fort Irwin, California; the Joint Readiness Training Center (JRTC) at Fort Polk, Louisiana; and the Combat Maneuver Training Center (CMTC) at Hohenfels, Germany—offer opportunities to apply unit mission skills against well-trained “opposing forces.”

Modernization

Modernization means future changes and improvements in force capabilities, to include doctrine, structure and tools of the trade—i.e., weapons and equipment—all focused on providing superiority over a real or assumed threat.

The Army’s long-term modernization requirements are being developed and defined for the 21st century through a process known as Force XXI. This process seeks to build a force which capitalizes on Information Age technologies affording extremely rapid collection, analysis and dissemination of huge quantities of information in readily usable form.

The Force XXI process is facilitated by using battle laboratories and warfighting experiments to test, evaluate and synchronize systems and doctrine for future combat. The current Army modernization program seeks first to improve or upgrade existing systems, when cost effective, and then to focus on new procurement needed to replace technologically obsolete assets. The overall approach is summarized as follows:

- ★ selective improvement/upgrade;
- ★ maximum horizontal technology integration;
- ★ investment in programs that reduce operation and support costs; and
- ★ when necessary, development and procurement of new systems.

The purchase of weapons and equipment is a big challenge for the Army because of major budget reductions since the end of the Cold War. The Army’s procurement budget declined over 64 percent in real terms between FY 1989 and FY 2001 (from \$14.5 billion in FY 1989 to \$9.3 billion in FY 2001). As a result, more than 60 major Army modernization projects previously programmed were either cancelled or stretched out over time. This is a major area of concern for the Army if it is to maintain a clear technological superiority in the 21st century.

The Army’s plan for focused modernization is the Army Transformation process, described in chapter 7.

Deployment and Sustainment

For the Army to fulfill its role in support of the National Security Strategy, it must be able to move forces where they are needed, when they are needed, and then sustain and support those forces for as long as they are deployed. The key factors in deploying and sustaining Army ground forces are:

- ★ a ready, well-trained force;
- ★ available reserve component forces and a capable civilian workforce;
- ★ sufficient airlift and sealift;
- ★ war reserve stocks;
- ★ prepositioned materiel afloat; and
- ★ an adequate industrial base.

The Army must have adequate airlift and sealift to provide the strategic mobility it needs to meet force-projection requirements. The Army's goal is to be able to deploy the lead brigade of a contingency force into an operational area in 96 hours; a division in 120 hours; and five divisions in 30 days.

Logistics

Logistics encompasses the materiel and services needed to sustain the conduct of military operations. Materiel includes organizational items (i.e., unit equipment, ammunition, spare parts, fuel and lubricants) and individual items, such as food, water, clothing and personal equipment. Services include maintenance and repair of equipment, transportation of people and supplies, medical treatment and evacuation, construction, and provision of individual services such as mail delivery and sanitation facilities.

Army Materiel Command

Army Materiel Command (AMC) is responsible for the logistical structure that supports the

operational forces of the Army. The structure consists of arsenals, laboratories, supply and maintenance depots, and ammunition plants that:

- ★ provide supply, maintenance, transportation and services during peacetime operations and expanded support during emergencies or wartime; and
- ★ support continued research and development to modernize the Army and to develop and acquire the weapons and equipment necessary to maintain operational capability.

The Army Budget

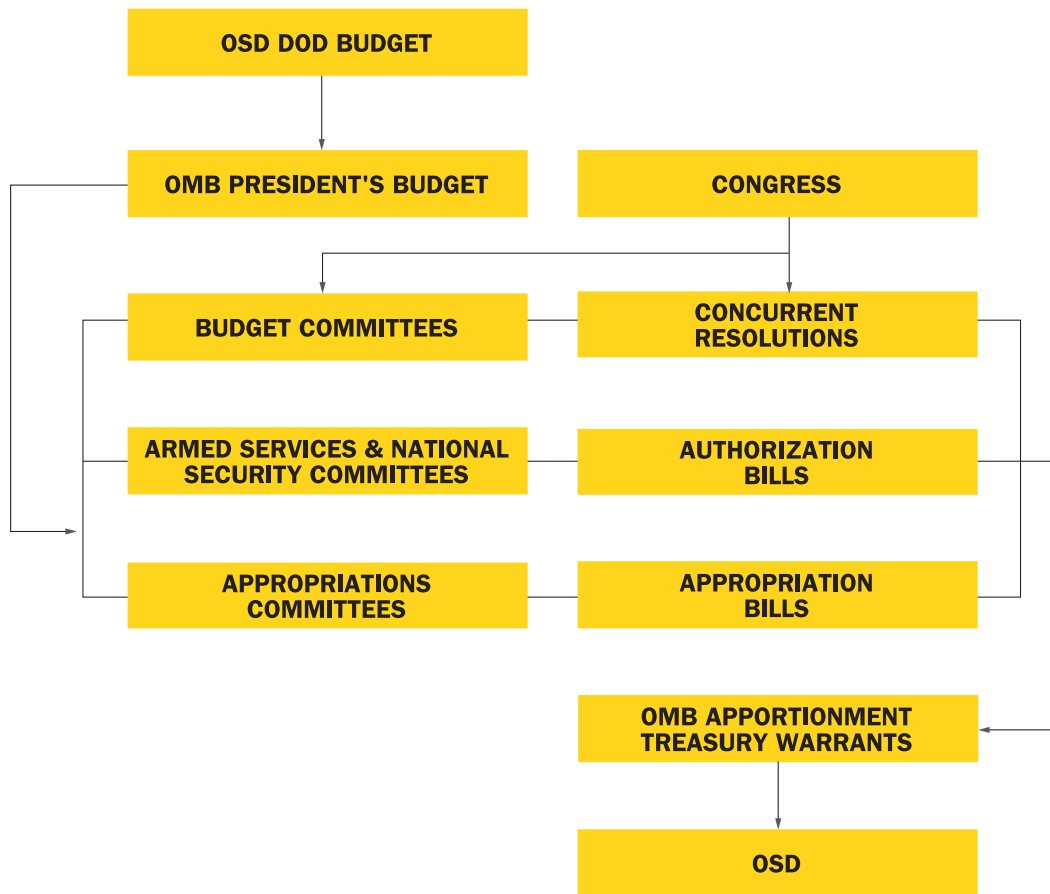
The Budget Process

The size of the Army, what the Army does and what the Army buys depend on authorization and funding from Congress. A schematic of the Executive and congressional budget process is shown in figure 10.

Army Budget Trends

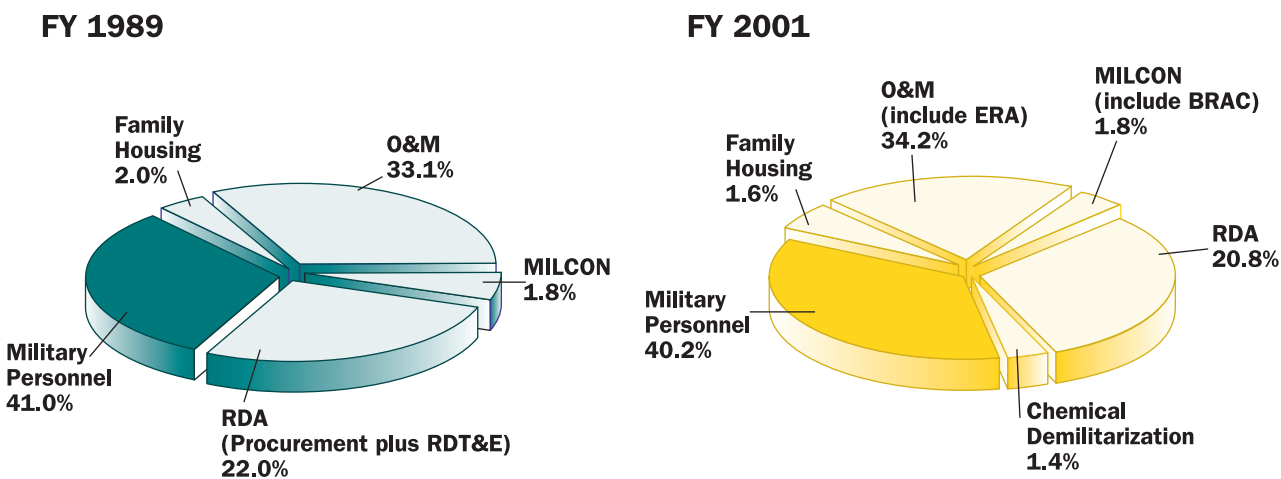
Budget as a whole is down 39 percent in real (inflation-adjusted) funding since FY 1989 (figure 11).

Over the same period, Army strength was reduced by 36 percent for active military, 25 percent for reserve component personnel and 38 percent for civilian employees. Additional reductions to reach objective levels are still in process over the next few years.



Source: Budget of the U.S. Department of Defense

Figure 10. The Budget Process



NOTE: Numbers may not add to 100% due to rounding.

Source: DA

Figure 11. Budget Comparison

Chapter 5

The Army's Families

Families have always played an important role within the United States Army. One of the first acknowledgments by the Army leadership is found in a letter written in 1889 contained in the archives at Fort Richardson, Nebraska. The letter states that the expulsion of families from military reservations would cause hardship and suffering for the families and also discontent among the

married soldiers. It goes on to say that marriage undoubtedly increased the steadfastness and reliability of the soldier. At that time, according to the writer, it was a very rare occurrence for the married man to desert, and married soldiers lost fewer days from sickness than their single comrades did.

Today this is still true. Units, servicemembers and families are parts of a complex system in which each part affects the well-being of the others. Unit readiness is impacted by

soldier readiness. Soldier readiness is impacted by family readiness. By not allowing family issues to become a distraction, the Army family allows the soldier to focus on the mission.

The majority of Army families are capable of taking care of themselves and are not a drain on the unit when provided with the appropriate information. They often step in when other, less capable families experience problems and are unable to cope. This provides a very important

service to the Army by augmenting not only the unit's readiness but also the entire Army's by contributing to the retention of trained, experienced soldiers.

The military community depends heavily on volunteers. Through the dedication of soldier and family member volunteers, the Army is able to provide many of the programs and services that support and enhance the well-being of soldiers and families and contribute greatly to unit readiness.

Data shows that soldier and unit readiness is affected by soldiers' feelings about the way the Army leadership supports them and their families. Informed leaders realize reenlistment decisions are made within the context of the family. High-performing soldiers are most likely to stay in the Army when they believe the quality of life for their spouses and children compares favorably to the quality of life they would experience in civilian life.

Today's Army leadership believes in building strong families by offering them training programs to expand their knowledge of resources and benefits. This cost-effective way of enhancing Army readiness contributes to more confident, satisfied soldiers and families.

The following is a list of some of the programs offered through the Department of the Army and the Department of Defense. Most of these programs are available on the installation.

Department of the Army Family Programs

Army Community Service (ACS) Centers are located on each Army installation and give personal help and support to the Army Community

Did you know?

Active Duty

61% of all soldiers are married.

7% of all active-duty soldiers are married to other servicemembers.

Army National Guard

74% of officers and 50.3% of enlisted soldiers in the ARNG are married.

Overall, 52.2% of the ARNG force is married.

Army Reserve

71% of officers and 40% of enlisted USAR soldiers are married.

Overall, 47% of the USAR force is married.

to resolve problems. The centers offer a variety of programs and services as well as volunteer opportunities. The programs listed below are available at the installation Army Community Service Center.

★ **Family Advocacy Program** is dedicated to the prevention, education, prompt reporting, investigation, intervention and treatment of spouse and child abuse. The program provides a variety of services to soldiers and families to enhance their relationship skills and improve quality of life. This is accomplished through a variety of counseling and intervention services as well as seminars and workshops. The program is available on installations; information may be obtained from either the Army Community Service Center or the installation medical facility.

★ **Exceptional Family Member Program (EFMP)** is a mandatory enrollment program that works with other military and civilian agencies to provide comprehensive and coordinated community support, housing, educational, medical and personnel services to families with special-needs members. An active duty soldier must enroll in this program if he or she has a family member with a physical, emotional, developmental or intellectual disorder requiring specialized services so that those needs can be considered in the military personnel assignment process. The family member must go through a screening process prior to enrollment. The servicemember is responsible for updating the EFMP enrollment as the exceptional family member's condition changes or every three years, whichever comes first. This program may also be available through the installation medical facility.

★ **Relocation Assistance Program** provides services necessary to support military personnel and their families as they relocate. The services are provided through the installation

Army Community Service Center and consist of educational briefings, orientations and workshops about premove preparation, overseas tours, cross-cultural training and destination services. The following are considered relocation services:

- outreach, advocacy and counseling for waiting families;
- loan of household items for a limited period while families are awaiting arrival of their belongings;
- training unit's sponsorship program trainers and/or sponsors;
- Standard Installation Topic Exchange Service (SITES), an automated system that provides a wide range of information on all major military installations worldwide.

★ **Family Member Employment Assistance Program (FMEAP)** provides information, workshops and referral services (in the areas of employment, education, training, transition and volunteer opportunities to minimize employment problems associated with military moves) to family members who are relocating as a result of a sponsor's permanent change of station (PCS).

★ **Consumer Affairs and Financial Assistance Program (CAFAP)** offers a wide range of services to assist soldiers and their families with money management, proper use of credit, insurance and financial planning. Also included in this program is a debt liquidation service to help soldiers arrange to pay off outstanding debt and work with creditors to gain stable and manageable financial positions. The Consumer Affairs program educates soldiers on their rights as consumers to prevent others from taking advantage of them.

★ **Army Family Action Plan (AFAP)** is a program that allows communication from soldiers, family members and retirees to the

Army leadership. It alerts commanders to areas of concern that require their attention and gives them an opportunity to quickly put plans into place to work toward resolving the issues. Each Army installation is required to have an annual symposium during which volunteers representing active duty personnel, family members and retirees from all components of the Army meet to surface problems that exist on the installation. These delegates then brainstorm solutions for the problem issues.

This information is then briefed to the NCO and officer leadership, and they decide whether the issues and solutions are installation-based or if they must be elevated to the MACOM or even DA level. Those issues that are sent on to DA are then briefed at the semiannual national AFAP Conference. AFAP results in legislation, policies, programs and services that strengthen readiness, retention and the well-being of soldiers and families—active, reserve component and retirees.

- ★ **Army Emergency Relief (AER)** is the Army's own emergency financial assistance organization. AER funds provide emergency assistance to soldiers, active and retired, and their family members when there is a valid need. AER also provides scholarships and spouse education assistance overseas.
- ★ **Army Family Team Building (AFTB)** is a three-level program developed and led by volunteers and designed to provide the training and knowledge to spouses and family members to empower them in meeting the challenges of Army life. Information on this program can be found at the installation Army Community Service Center. AFTB started as an Army family program but has now been adapted for other services and has also been translated into several foreign languages.

Department of Defense Military Child Development System

The Department of Defense military child development system provides services for more than 1.2 million children under the age of 18. The Office of Children and Youth within the Office of the Secretary of Defense is responsible for the overall policy for child development programs. Each of the military services and Defense agencies issues regulations based on this policy. Fees for these programs are subsidized by the government and are determined on a sliding scale based on rank and total income; costs are shared 50/50 between parents and the government. Child development programs are available on each installation and consist of four main components:

- ★ **Child Development Centers (CDC).** Care is provided for children between the ages of six weeks and 12 years. The centers usually operate between the hours of 6:00 a.m. and 6:30 p.m. More than 95 percent of the centers are accredited by the National Association for the Education of Young Children (NAEYC).
- ★ **Family Child Care (FCC)** provides in-home care by certified providers who have undergone rigorous background checks. Historically, providers were required to live on the installation or in government-leased housing, but recently several of the services, to include the Army, have expanded their programs to include military families living in civilian housing as providers. These homes provide child care for servicemembers on shift work and are also able to take in mildly ill children, something CDCs cannot do.
- ★ **School-age Care (SAC)** offers programs for children ages 6–12 before and after school, and during holidays and summer vacations. The care is provided in CDCs, youth centers and other suitable facilities. There are also some initiatives that partner with local schools and off-base organizations.

- ★ **Resource and Referral (R&R)** provides local resource and referral services to assist parents in finding child care when all on-base spaces are filled or care cannot be obtained through military-provided services. R&R services work closely with community services at the local level to serve as a liaison to non-military child care services.
- ★ **New Parent Support Program (NPSP)** offers family-focused services on a voluntary basis to first-time and other interested parents to promote healthy and successful parenting and families. The program's emphases are education, support services and infant care and bonding. A number of workshops as well as referrals to other local community agencies are offered through this program.
- ★ **Morale, Welfare and Recreation (MWR)** consists of a series of programs benefiting soldiers and family members, active duty and retired. These include outdoor recreation programs and centers; Army Lodging; libraries; arts and crafts centers; golf courses; self-help automotive centers; and the Army and Air Force Exchange Service stores (AAFES).

Additional Information About Programs for Army Families

The information listed above is only a representative sampling of the many programs available to soldiers and families. For more information on these and other programs, check the following websites:

Health care

<http://www.tricare.osd.mil/> – TRICARE information including: beneficiary information; benefit changes; provider lists; catchment areas; pharmacy formulary; fact sheets; claims forms and instructions; Women, Infants, and Children (WIC) Overseas.
<http://mfrc.calib.com/snn/index.cfm> – Special-Needs Network

Family Assistance

<http://dticaw.dtic.mil/prhome/commprog.html> – A comprehensive listing of DoD family support program sites including social services, Army Family Team Building (AFTB), recreation, education, etc.
<http://mfrc.calib.com> – Military Family Resource Center
<http://child.cornell.edu/army/fap.html> – Army Family Advocacy Program (AFAP)
<http://www.hqda.army.mil/acsimweb/family/family.htm> – Army Family Liaison Office (FLO)
<http://www.aerhq.org> – Army Emergency Relief (AER)
<http://www.asymca.org> – Armed Services YMCA
<http://www.taps.org> – Tragedy Assistance Program for Survivors (TAPS)

Military Entitlements

<http://www.aafes.com> – Army Air Force Exchange Service (AAFES) information and online catalog
<http://commissaries.com> – Defense Commissary Agency (DeCA)

Relocation

<http://www.mtmc.army.mil/property/relatedlinks.htm> – Information on military moves and other related sites
http://www.dmdc.osd.mil/swg/owa/webguard.prc_TOCPPOST – Worldwide relocation information (SITES) on major military installations for permanent-change-of-station (PCS) moves

Education

<http://www.militarychild.org> – Military Child Education Coalition
<http://www.odedodea.edu> – Department of Defense Education activity

Chapter 6

The Army Engaged

The Army today is globally engaged. It has more than 122,000 soldiers and 43,000 civilians forward-stationed around the world, primarily in Europe and in the Pacific. An additional 28,000 soldiers are deployed away from home stations conducting operations and participating in exercises in about 76 countries. Recent and continuing missions include Kosovo, Kuwait, Colombia, Sinai, Macedonia and Bosnia; Partnership for Peace exercises; joint task forces for counterdrug operations; and hurricane and flood relief. Units

are also routinely deployed to combat training centers for intensive away-from-home-base training. On any given day, about 150,000 soldiers are assigned or deployed overseas (see figure 12).

Since 1989, the Army has provided more than 60 percent of the forces for 32 of 36 major deployments; in that same time frame its end-strength was reduced by 33 percent and its infrastructure by 21 percent.

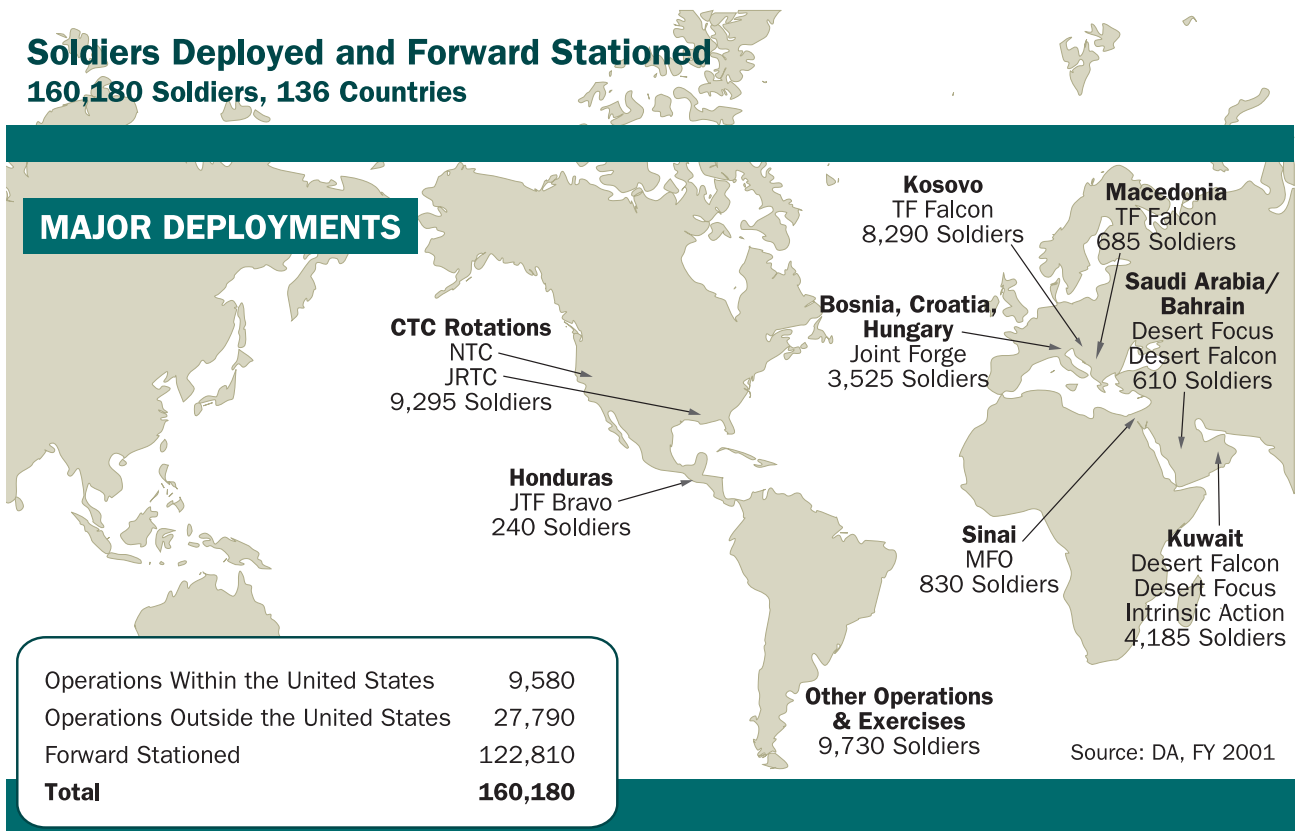


Figure 12. The Army Engaged

Chapter 7

The Future

Looking Ahead

The unpredictable nature of the post-Cold War world requires that the Army's top priority remain readiness. The Army Transformation plan represents the sweeping measures to accomplish the Army vision of maintaining "strategic dominance across the entire spectrum of operations" throughout the period to 2020. To this end, the Army must become more responsive, deployable, agile, versatile, lethal, survivable and sustainable. All Transformation efforts focus on these seven goals. The process by which this will be achieved is fundamental, and has been likened to taking a complex computer down to its basic components and rebuilding it into a far more capable system, while never taking it off-line. Clearly, this is a tremendous challenge in itself.

Transforming the Army

Army Transformation is taking place through the parallel development of three key elements: the *Legacy Force*, the *Interim Force* and the *Objective Force*. Through approximately the first decade of the new century, they follow separate paths, merging during the second decade to create the final product—a "new" Army (see figure 13).

Legacy Force

Efforts involving the Legacy Force focus on improving the major weapon systems the Army currently has in its inventory, principally ground combat vehicles such as the Abrams tank, the Bradley Fighting Vehicle, armored fire support and combat support vehicles. Popularly known as

the "heavy force," comprising Army mechanized and armored divisions, these units' equipment will be continually upgraded with product improvements to existing equipment. The Legacy Force will continue to be the Army's primary warfighting maneuver force for the foreseeable future.

Interim Force

The Interim Force is both a revised force for today and, in several ways, a leap-ahead organization. The plan is to use available technology to reequip brigade-size units (Interim Brigade Combat Teams, or IBCTs) to adapt them to meet many of the Army's missions. This will enable them to deploy more quickly than the heavy forces, but with more combat power, ground mobility and protection than the Army's light forces (airborne, air assault and light infantry units). The Interim Force will also be used to develop many of the doctrinal and training concepts for the Objective Force.

Objective Force

The Objective Force will combine the best aspects of the heavy, light and interim forces. It will be equipped with the Future Combat System (FCS), a "system of systems" with four primary functions: direct fire, indirect fire, battlefield transport of infantry and sensing.

Technological advances that will allow the FCS to be far lighter—and therefore much more deployable, mobile and agile—include the development of electromagnetic propellant systems for projectiles, directed-energy weapons, precision missiles, networked fire control, ceramic

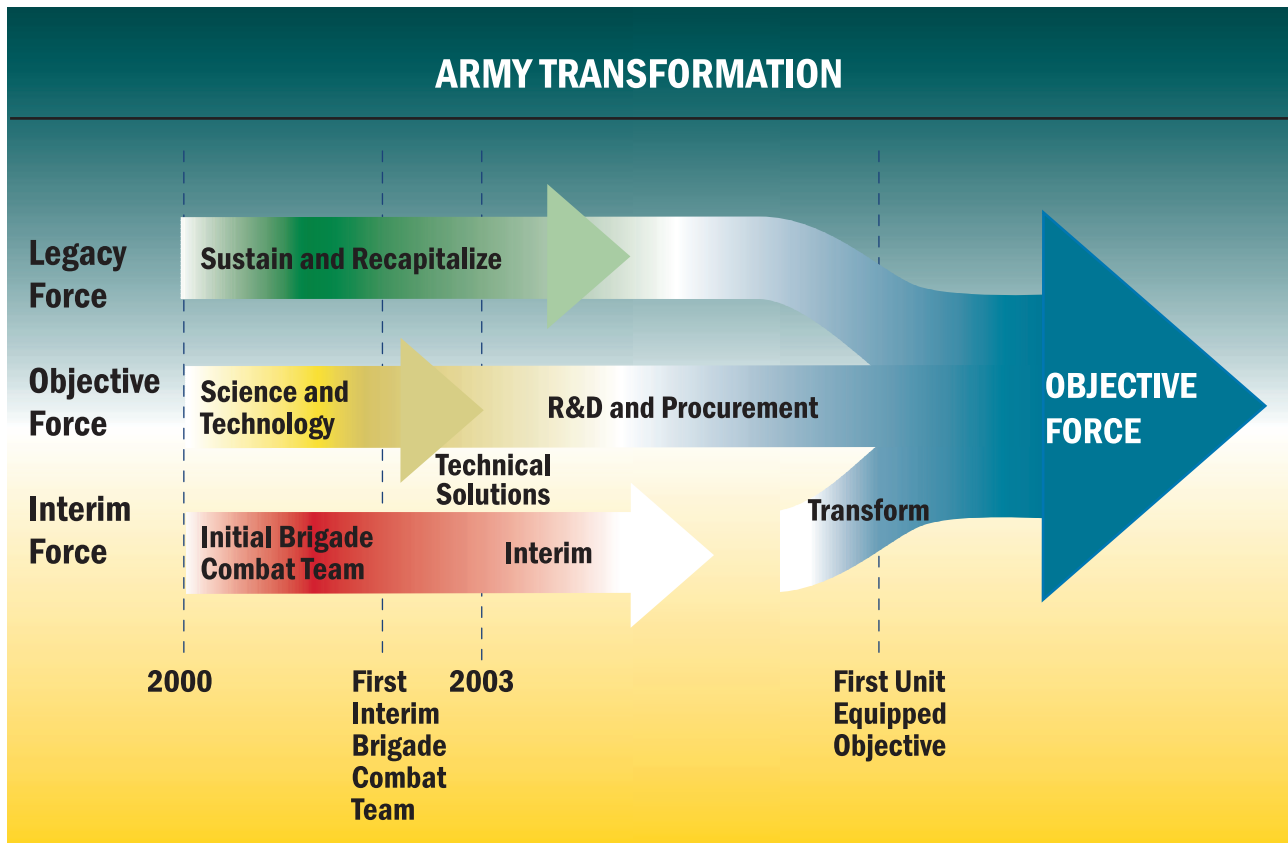


Figure 13. Army Transformation

armor, reflective armor, advanced electric propulsion systems, fuel cells and robotics. All of these developments and more are aimed at creating an FCS that will be 70 percent lighter and require 50 percent less space on Air Force or Navy transports than current systems, such as the Abrams tank.

As technological advances blur the distinctions between heavy and light forces, the driving factor in the design of the Objective Force will be the retention of the capability for victory on the battlefield and success in other operations across the full spectrum of missions.

Appendix A

Basic Organizational Structure of the Army

Unit Symbols

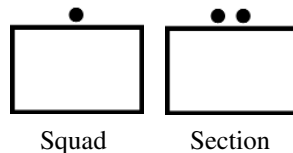
The Army uses a set of graphic boxes to depict its units in a quick and simple shorthand. Over each box is one or more dots, lines or “Xs” to indicate the size of the unit. Other symbols, not shown here, are placed inside the boxes to identify the types of units.

Crews and Fire Teams

- ★ Although there is no symbol for them, in combat units (other than infantry) built around armored vehicles, field artillery or air defense artillery units, the smallest organizational units are the crews that operate the vehicles and weapon systems.
- ★ In the infantry, the smallest organizational units are fire teams, usually four or five men.

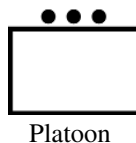
Squad/Section

- ★ Squad and section leaders are noncommissioned officers (NCOs)—usually sergeants or staff sergeants.
- ★ The size is dependent on the function of the squad/section.
- ★ Squads/sections make up platoons.



Platoon

- ★ A platoon consists of two to four squads/sections.
- ★ The leader is usually a lieutenant. A staff sergeant or sergeant first class is second in command.

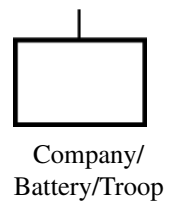


- ★ The size will vary depending on the type of platoon.

- ★ Platoons make up companies.

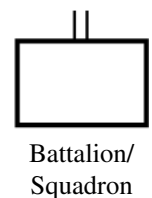
Company/Battery/Troop

- ★ Typically, three to five platoons form a company, battery or troop.
- ★ The size varies depending on the type of unit.
- ★ A company is normally commanded by a captain. A first sergeant is the company commander's principal noncommissioned assistant.
- ★ A company is capable of receiving and controlling additional combat and combat support elements.
- ★ An artillery unit of equivalent size is called a battery.
- ★ An armored or air cavalry unit of equivalent size is called a troop.
- ★ A company is a cohesive component that can perform a function on its own.
- ★ The company is the basic tactical element of the battalion.



Battalion/Squadron

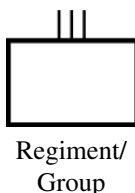
- ★ A battalion is composed of four to six companies.
- ★ A battalion is normally commanded by a lieutenant colonel. The command sergeant major is the battalion commander's principal noncommissioned assistant.



- ★ The commander has a staff to assist him in supervising and planning the battalion's operations, training, administration and logistics functions.
- ★ A battalion is tactically and administratively self-sufficient.
- ★ A battalion is capable of independent operations of limited duration and scope.
- ★ In performance of particular missions, battalions are capable of accepting the attachment of companies of different types to form battalion-size task forces.
- ★ There are combat, combat support and combat service support battalions.
- ★ An armored or air cavalry unit of equivalent size is called a squadron.
- ★ Battalions/squadrons make up brigades/regiments.

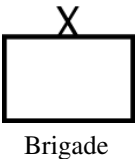
Regiment/Group

- ★ Regiments and groups are usually commanded by colonels.
- ★ Special Operations groups and regiments (Special Forces, Rangers, Psychological Operations) administer, support and train their subelements, but rarely operate as tactical entities.
- ★ Armored cavalry regiments are large combined-arms organizations that primarily provide reconnaissance and screening capabilities for a corps. Except that their maneuver troops are consecutively lettered, they are very similar to separate brigades.



Brigades

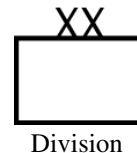
- ★ Brigade headquarters control the tactical operations of two to five combat battalions and a number of separate companies.
- ★ A divisional brigade is normally commanded by a colonel. The command sergeant major is the senior noncommissioned officer.



- ★ Separate brigades may be commanded by colonels or brigadier generals, depending on the type.
- ★ When appropriately augmented, brigades may be employed on independent or semi-independent operations.
- ★ Combat, combat support and combat service support elements may be attached to perform specific missions.
- ★ Each divisional maneuver brigade is supported by a field artillery battalion and a forward support battalion which belong to division artillery (DIVARTY) and the division support command (DISCOM). Separate maneuver brigades often have such units organic to them.
- ★ There are normally three maneuver brigades in a division.

Divisions

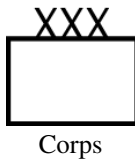
- ★ Divisions are numbered and assigned missions based on their respective structures. They may be infantry; airborne; air assault; light or mechanized infantry; or armored.
- ★ Divisions are combined-arms organizations that typically include:
 - Division headquarters for command and control
 - Subordinate maneuver brigade headquarters
 - Infantry and (usually) armor battalions
 - Field artillery
 - Engineers
 - Air defense artillery
 - Aviation
 - Military police
 - Military intelligence
 - Nuclear-biological-chemical defense
 - Signal



- Division support command (provides supply, transportation, field maintenance, medical and administrative services)
- ★ The division performs major tactical operations for the corps or joint task force and can conduct sustained battles and engagements. A division is normally commanded by a major general.
- ★ Two or more divisions constitute a corps.

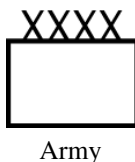
Corps

- ★ A corps is the deployable level of command required to synchronize and sustain combat operations.
- ★ The corps staff elements perform analyses of national intelligence assets information.
- ★ The corps provides a framework for multinational operations.
- ★ The corps is commanded by a lieutenant general.
- ★ The corps provides command, control and logistical support of two to five combat divisions.
- ★ The corps is the primary command and control headquarters for the conduct of the air-land battle within the theater of operations.
- ★ Two or more corps form an army.



Army

- ★ A theater army is normally the Army component command in a unified command. Third U.S. Army (U.S. Central Command), Eighth U.S. Army (Korea) and U.S. Army Europe are current examples of theater

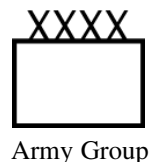


armies. The theater army has both operational and support responsibilities. Its exact tasks are assigned by the theater commander and may be operational missions, logistic tasks, or a combination of both.

- ★ A field army may be formed by theater army commanders in coordination with the commanders of unified commands to control and direct the operations of assigned corps. It will normally be constituted from existing army assets and structured to meet specific operational requirements. In joint and combined operations, subordinate units of field armies may include units of other services or of allied forces. When the field army is the largest land formation in a theater of war, its commander may serve as the land component commander (LCC) and may design and direct the land campaign for the entire theater.
- ★ Although termed “armies,” Continental U.S. Armies are not field organizations and do not have a tactical or operational role. Their nevertheless important functions are listed under “FORSCOM” in appendix D.





























Army Group

- ★ In a mature theater of war where a large number of forces are employed, theater army commanders, in coordination with the commanders in chief of unified or combined commands, may form army groups to control the operations of two to five field armies. Their main function would be to design and direct campaigns in a theater.



Appendix B

Officer and Enlisted Rank Insignia

Officer		Enlisted	
	GENERAL OF THE ARMY		SERGEANT MAJOR OF THE ARMY E-9
	GENERAL O-10		COMMAND SERGEANT MAJOR E-9
	LIEUTENANT GENERAL O-9		SERGEANT MAJOR E-9
	MAJOR GENERAL O-8		FIRST SERGEANT E-8
	BRIGADIER GENERAL O-7		MASTER SERGEANT E-8
	COLONEL O-6		SERGEANT FIRST CLASS E-7
	LIEUTENANT COLONEL O-5		STAFF SERGEANT E-6
	MAJOR O-4		SERGEANT E-5
	CAPTAIN O-3		CORPORAL E-4
	FIRST LIEUTENANT O-2		SPECIALIST E-4
	SECOND LIEUTENANT O-1		PRIVATE FIRST CLASS E-3
			PRIVATE E-2
			PRIVATE E-1
Warrant Officers			
	WARRANT OFFICER W-1		CHIEF WARRANT OFFICER W-2
	CHIEF WARRANT OFFICER W-3		CHIEF WARRANT OFFICER W-4
			CHIEF WARRANT OFFICER W-5

Appendix C

Army Branch Insignia

All the soldiers in the Army are assigned to—and trained or schooled in—one of the branches of the Army according to the functions they would perform in combat or in support of the combat units. The branches of the Army are grouped as to whether their primary mission is to engage in combat, to directly support the combat elements, or to provide combat service support or administration to the Army as a whole. Shown here are the distinctive insignia of the various branches of the Army.

Combat and Combat Support



Infantry



Armor



**Field
Artillery**



**Air
Defense**



**Special
Forces**



Engineer



Chemical



**Military
Intelligence**



**Military
Police**



Signal



Aviation



**Civil
Affairs**

Combat Service Support



Ordnance



Quartermaster



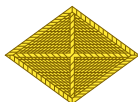
Transportation



**Adjutant
General**



Chaplain



Finance



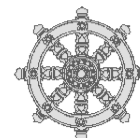
**Judge
Advocate
General**



**Inspector
General**



**Medical
Department**



Appendix D

The Army

Major Commands (MACOMs)

The Army MACOMs perform a variety of missions: combat requirements developer and trainer; provider of combat forces to the combatant commands; specialized tasks; and materiel development and sustainment.

Regional MACOMs

U.S. Army Europe (USAREUR)

Headquarters: Heidelberg, Germany

Mission: USAREUR maintains a forward-deployed combat force, trained and ready; prepares for immediate power projection in order to conduct and support the full spectrum of joint and multinational operations; conducts engagement activities; protects U.S. forces and resources; conducts sustaining base operations;

and ensures the readiness and well-being of its personnel, in the theater or elsewhere as directed. Major Army command and Army component of United States European Command (USEUCOM).

Activities: USAREUR carries out operations on three continents and simultaneously acts as an agent of change for the Army. In 1999, USAREUR deployed combat forces to Albania and Kosovo; protected American allies with

Patriot deployments to Turkey, Israel and Saudi Arabia; and provided disaster relief in the Austrian Alps after some of the worst avalanches on record. USAREUR's 62,000 Europe-based soldiers respond rapidly to crises across the full range of military operations from Eurasia to Africa.

People: 88,200

Active duty: 62,000

Army Reserve: 900

Civilians: 10,200

Local nationals: 15,100

Website: www.hqusareur.army.mil



Eighth U.S. Army (EUSA)

Headquarters: Yongsan (Seoul), Korea

Mission: EUSA supports deterrence of North Korean aggression against the Republic of Korea (ROK). Should deterrence fail, EUSA supports noncombatant evacuation operations (NEO), transitions to hostilities, generates combat power to support the Commander in Chief, United Nations Command (CINCUNC)/Combined Forces Command's campaign, and provides combat support and combat service support to assigned, attached and other designated forces within the Korean

Theater of Operations (KTO). On order, conducts combat operations. U.S. major Army command whose ground and aviation forces come under operational control of the Combined Forces Command in wartime.

People: 34,017

Active duty: 25,516

Civilians: 8,501

Website: www.korea.army.mil/

U.S. Army Pacific (USARPAC)

Headquarters: Fort Shafter, Hawaii

Mission: USARPAC provides trained and ready forces to the commander in chief, U.S. Pacific Command (USCINCPAC) in support of military operations and peacetime engagements in the Asia-Pacific area of operations to contribute to regional stability, crisis response, and decisive victory.



USARPAC is also the Army component of U.S. Pacific Command, a Unified Combatant Command.

Activities: On an average day in 1999, USARPAC had more than 1,000 soldiers

deployed among nearly 30 nations/locations participating in numerous operations/exercises. Key exercises have been conducted in Thailand, Guam, Alaska, Japan, the Philippines and Singapore.

USARPAC also oversees, evaluates and supports the National Guard in Hawaii, Alaska and Guam, and has command and control of the Army Reserve in Saipan, Guam, American Samoa, Hawaii and Alaska. The 196th Light Infantry Brigade helps Army National Guard and Army Reserve units maintain mobilization readiness. Headquarters, 9th U.S. Army Reserve

Command augments active duty Army elements upon mobilization. The 29th Infantry Brigade of the Hawaii Army National Guard is one of 15 enhanced Separate Brigades (eSBs) nationwide.

As of March 2001, 1,230 USARPAC soldiers and Department of the Army civilians are engaged in 21 nations, participating in 24 medical, engineer, logistics, disaster relief, humanitarian, and civic action projects throughout the Asia-Pacific Theater, the United States, and other nations.

People: 33,344

Active duty: 18,513

Army National Guard: 5,509

Army Reserve: 3,010

Civilians: 6,312

Website: www.usarpac.army.mil

U.S. Army South (USARSO)

Headquarters: Fort Buchanan, Puerto Rico

Mission: USARSO is the executive agency for U.S. Southern Command and supports U.S. embassies and military groups throughout Central and South America and the Caribbean. USARSO is a major "hub" for deploying Army National Guard and Army Reserve forces to participate in humanitarian and civic-assistance exercises in Latin America. It also conducts



search-and-rescue missions and supports disaster-relief missions requested by host governments through the U.S. embassies. Major Army command and Army component of U.S. Southern Command.

Activities: USARSO played a major role in relief efforts for the Central American nations devastated by Hurricane Mitch in 1998.

Each year it conducts peacekeeping exercises that bring together hundreds of top military and civilian representatives from Latin American countries to cooperate and share experiences that promote democracy and stability in the region.

The threats include organized crime, international terrorism, environmental concerns, illegal migration, demining, and problems associated with uncontrolled demobilization of military and paramilitary forces. The challenges grow more complex because of the region's illegal trafficking in narcotics and arms, regional instabilities, and excessive maritime claims.

People: 1,722

Active duty: 749

Army Reserve: 233

Civilians: 740

Website: www.usarso.army.mil

Functional MACOMs

U.S. Army Training and Doctrine Command (TRADOC)

Headquarters: Fort Monroe, Virginia

Mission: TRADOC is the architect for the 21st century Army, while preparing soldiers to ensure that the Army can fight and win the nation's wars today. Missions include:

- ★ accessing the force;
- ★ training the Army for war;
- ★ setting the Army's standards and requirements;
- ★ commanding assigned activities and installations.

Activities: TRADOC is a partner in building the smaller, tailored, modernized, more lethal Army of the 21st century. Among its missions:

- ★ **Doctrine.** Sustains a shared vision of how the Army operates as a member of joint-service,

combined-arms and multinational teams. The vision is kept relevant by leading intellectual growth. Doctrine captures the view from the

"intellectual mountaintop" of the future, and anticipates change rather than reacting to it. Ideas typically lead physical change, but when "breakthrough" physical developments occur, doctrine rapidly synthesizes them.

TRADOC provides concepts incorporating these new developments into the larger picture. In future doctrine, the Army is the decisive ground force part-

ner in joint and combined operations.



- ★ **Training.** Trains leaders and soldiers at 27 service schools on 15 installations. TRADOC instills in its soldiers a strong warrior ethos and a desire for professional growth. Quality of training will not change; means and techniques will. New training techniques are supported by a system of tasks, conditions and standards that is a hallmark of Army training. The command is demonstrating the value of distance learning and the use of virtual, constructive and live simulations in training.

- ★ **Combat Developments.** Identifies Army requirements with a spirit of innovation that will enhance the broader Army process that translates concepts and requirements to production and acquisition. To assist in these efforts, TRADOC integrates the activities of 10 battlefield laboratories, which develop and experiment with concepts in battlefield dynamics. New ideas and equipment are tested in battle laboratories. Battle labs perform experiments through virtual and constructive simulations, and with soldiers in the field. Labs also led to streamlined procurement

methods. Advanced warfighting experiments (AWEs), instrumental in designing Force XXI, evolved from battle labs. Soldiers are the U.S. Army—enabled, not encumbered, by technology. Technology helps well-trained soldiers and leaders accomplish their missions.

People: 62,375

Military: 43,244

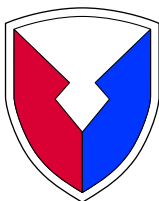
Civilians: 19,131

Website: www.tradoc.army.mil

U.S. Army Materiel Command (AMC)

Headquarters: Alexandria, Virginia

Mission: AMC is the Army's principal materiel-development and readiness command. AMC provides materiel readiness through technology, acquisition and materiel development, as well as



logistics power projection and sustainment across the spectrum of military operations. Its missions include the development of weapon systems, advanced research on future technologies, and maintenance and distribution of spare parts and equipment.

Activities: AMC works closely with industry, academe and other military services and government agencies to develop and acquire almost every piece of equipment soldiers and units need to accomplish their missions. AMC accomplishes its mission through eight major subordinate commands that direct the activities of numerous depots, arsenals, ammunition plants, laboratories and procurement operations. AMC has 59 installations in 39 states and more than a dozen

countries. AMC is the Army's premier provider of materiel readiness—technology, acquisition, materiel development, logistics power projection and sustainment—to the total force across the spectrum of joint military operations. From helmets to helicopters, AMC supports every soldier in every unit every day. If a soldier shoots it, drives it, flies it, wears it or eats it, AMC provides it.

People: 58,870

Active duty: 1,830

Army Reserve: 423

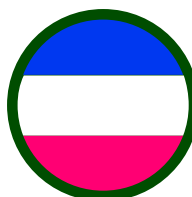
Civilians: 56,617

Website: www.amc.army.mil

U.S. Army Forces Command (FORSCOM)

Headquarters: Fort McPherson, Georgia

Mission: FORSCOM trains, mobilizes, deploys and sustains forces from the active and reserve



components that are capable of operating in joint and combined environments to meet worldwide operational commitments. In addition to its wartime mission, FORSCOM assists in civil defense, protects the nation from terrorism, and helps civil authorities respond to national disasters and emergencies. FORSCOM also supports counterdrug operations through Joint Task Force-6. It also provides

Third U.S. Army as the Army component to U.S. Central Command.

Activities: FORSCOM is the Army's largest major command and contains the bulk of the Army's combat forces. At any particular time, FORSCOM has 10,000 to 20,000 soldiers working away from their home station, and has soldiers deployed in more than 30 countries.

FORSCOM is also the Army component of U.S. Joint Forces Command (JFCOM). JFCOM's mission is to provide U.S. military forces where needed throughout the world and to ensure they are integrated and trained as unified forces ready for any assigned task. The FORSCOM commander functions as commander of the Army forces of this unified command and plans for and, on order, provides military support to civil authorities, including response to natural disasters and civil emergencies. FORSCOM also commands three Army corps: I Corps at Fort Lewis, Washington; III Corps at Fort Hood, Texas; and XVIII Airborne Corps at Fort Bragg, North Carolina. FORSCOM's two Continental U.S. Armies—First U.S. Army at Fort Gillem, Georgia, and Fifth U.S. Army at Fort Sam Houston, Texas—are responsible for training, mobilization and deployment support to reserve component units in FORSCOM. They also execute FORSCOM missions within their geographic areas of responsibility.

The Army National Guard can provide FORSCOM a balanced force of eight National Guard combat divisions, 15 enhanced Separate Brigades, and extensive combat support and combat service support units. Mobilizing the Army National Guard into active federal service would bring the total strength of FORSCOM to nearly two-thirds of the Army's combat ground forces.

A major subordinate command of Forces Command, the U.S. Army Reserve Command (USARC), headquartered in Atlanta, Georgia, commands all U.S. Army Reserve units in the continental United States, except those assigned to Special Operations Command. USARC units are part of the federal force and make their primary contribution to FORSCOM combat power in combat support and combat service support specialties, such as medical, civil affairs, transportation, maintenance and supply. Many USARC units are designated to deploy early for contingency operations worldwide.

People: 756,618 (upon mobilization)

Active duty: 193,551

Army National Guard: 356,628
(upon mobilization)

Army Reserve: 179,466

Civilians: 26,973

Website: www.forscom.army.mil

U.S. Army Special Operations Command (USASOC)

Headquarters: Fort Bragg, North Carolina

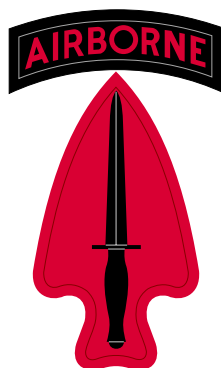
Mission: USASOC organizes, trains, educates, mans, equips, funds, administers, mobilizes, deploys and sustains Army Special Operations

forces (SOF) to successfully conduct worldwide special operations, across the range of military operations, in support of regional combatant commanders, U.S. ambassadors, and other agencies as directed. USASOC develops unique Special Operations doctrine, tactics, techniques, procedures and materiel in coordination with TRADOC, AMC and U.S. Special Operations Command (USSOCOM).

Activities: Army Special Operations forces comprise

Special Forces (SF), Ranger, psychological operations (PSYOP), civil affairs (CA), special operations aviation (SOA) and headquarters units. Special Forces Command exercises command and control over five active Special Forces groups and exercises training oversight of two Army National Guard SF groups.

★75th Ranger Regiment. Soldiers of the 75th Ranger Regiment are the masters of special light infantry operations. The missions of the



regiment's 1,600 personnel include conducting attacks to temporarily seize and secure key objectives, and other light infantry operations requiring unique capabilities. Like their Special Forces counterparts, Rangers can infiltrate an area by land, by sea or by air.

★ **160th Special Operations Aviation**

Regiment (SOAR). The 160th Special Operations Aviation Regiment is a unique unit, providing support to SOF on a worldwide basis with three types of modified helicopters. Capabilities of the 160th include inserting, resupplying and extracting U.S. and allied SOF personnel. They also assist in SOF search-and-rescue and escape-and-evasion activities.

★ **The U.S. Army Special Operations Support Command (Airborne).** This command provides the command and control organizational structure of the signal, support and material management functions. It also concentrates a dedicated, regionally-oriented coordination and liaison base that can provide combat and health services and communications planning to assure support for all Army special operations forces units.

★ **The U.S. Army John F. Kennedy Special Warfare Center and School.** The school has the two-fold mission of developing doctrine and providing training. Based at Fort Bragg since 1952, this organization conducts training courses for SF, CA, PSYOP and foreign area officers as well as training for survival, evasion, resistance and escape. It is also responsible for developing doctrine and new equipment for Army SOF.

★ **U.S. Army Civil Affairs & Psychological Operations Command.** The civil affairs forces, 97 percent of them in the Army Reserve, consist of three CA commands and eight brigades. CA units are designed to

prevent civilian interference with tactical operations, to assist commanders in discharging their responsibilities toward the civilian population, and to provide liaison with civilian government agencies. Psychological operations forces are currently organized into one active and two reserve groups. They disseminate truthful information to foreign audiences in support of U.S. goals and objectives. PSYOP units accomplish their mission by circulating messages in the form of leaflets, posters, broadcasts and audiovisual tapes. Each unit has its own intelligence and audiovisual specialists.

People: 25,950

Active duty: 13,300

Army National Guard: 3,400

Army Reserve: 8,300

Civilians: 950

U.S. Army Space and Missile Defense Command (SMDC)

Headquarters: Arlington, Virginia

Mission: SMCD serves as the Army's proponent for space and national missile defense, and as the Army's integrator for theater missile defense.

The command ensures that Army warfighters have access to space assets and the products they provide to win decisively with minimum casualties; and effective missile defense to protect the nation as well as its deployed forces and those of its friends and allies.

Activities: SMDC oversees a number of Army elements around the globe to accomplish its challenging and diverse mission.



U.S. Army Space Command, or ARSPACE, in Colorado Springs, Colorado, serves as the Army component to the U.S. Space Command, supporting the warfighter with space-based assets and capabilities. ARSPACE provides long-haul satellite communications to the warfighter through the worldwide Defense Satellite Communications System and manages the Army's astronaut detachment at the Johnson Space Center in Houston, Texas. Army Space Support Teams, composed of ARSPACE soldiers, provide units deploying on exercises, contingency and humanitarian operations with intelligence, planning and operational products. The forward-deployed Joint Tactical Ground Stations provide theater CINCs with the only in-theater tactical ballistic missile warning capability on the battlefield. The Global Broadcast Service Joint In-Theater Injection Terminal enables commanders to transmit large amounts of critical information for the prosecution of the fight.

People: 1,656

Active duty: 625

Civilians: 1,031

Website: www.smdc.army.mil

U.S. Army Military Traffic Management Command (MTMC)

Headquarters: Falls Church, Virginia

Mission: MTMC supports DoD and the mobilization community worldwide during peace and war with responsive planning, crisis response actions, traffic management, terminal operations, information management and deployability engineering. MTMC is the surface transportation component of U.S. Transportation Command.

Activities: MTMC manages, for the Department of Defense, the worldwide surface transportation of troops, equipment and personal property during peace and war. This entails single-port management, transportation and traffic management services, deployment planning and engineering,



and development of 21st-century technologies. MTMC is also the link between DoD shippers and the commercial surface transportation industry and, as DoD's port manager, maintains a presence in 26 ports worldwide. Major subordinate commands include Deployment Support Command, Fort Eustis, Virginia; Transportation Engineering Agency, Newport News, Virginia; 598th Transportation Group, Rotterdam, Netherlands; and 599th Transportation Group, Wheeler Army Airfield, Hawaii.

People: 5,245

Active duty: 264

Army Reserve: 2,432

Civilians: 2,549

Website: www.mtmc.army.mil

U.S. Army Corps of Engineers (USACE)

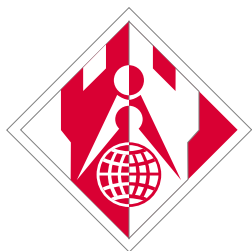
Headquarters: Washington, DC

Mission: USACE provides responsive, reliable engineering, construction management and environmental services in peace and war.

Activities: The civil works program includes navigation, flood control, environmental protection, disaster response, military construction, hydropower, recreation, research and development, and other missions. The military program includes construction of Army and Air Force facilities, base realignment and closure activities, installation support, military-contingency support, environmental restoration, strategic mobility, and international activities in 35 countries. USACE provides real estate acquisition, management and disposal for the Army and Air Force, and researches and develops advanced technology for mobility/counter-mobility, force protection,



and sustainment engineering. It also supports more than 60 federal agencies and responds to natural disasters and other emergencies as the nation's primary engineering agency.



Besides providing engineer services for small-scale contingency (SSC) operations, USACE also assists government agencies of emerging democracies and international organizations. In the United States

and its territories, it has repeatedly demonstrated an impressive capability for supporting emergency response activities in the wake of floods, hurricanes, earthquakes and other emergencies. USACE owns and operates 75 hydropower projects comprising 24 percent of all U.S. hydropower capacity, operates 383 major flood control reservoirs, and has emplaced over 8,500 miles of flood control levees. Its maintenance of navigation channels for America's harbors and inland waterways is essential to commerce and strategic mobility. By providing engineering and problem-solving expertise to more than 60 federal agencies, numerous state and local governments, and friendly nations, USACE continues its tradition of service to the United States and the Army.

People: 38,500

Active duty: 500

Civilians: 38,000

Website: www.usace.army.mil

U.S. Army Medical Command (MEDCOM)

Headquarters: Fort Sam Houston, Texas

Mission: MEDCOM provides direction and planning for the Army Medical Department in

conjunction with the Office of The Surgeon General; develops and integrates doctrine, training, leader development, organization and materiel for Army health services; and allocates resources and evaluates delivery of services. Three mission components:

- ★ **Project and sustain.** Ensure that military forces are deployed and sustained in a state of optimal health and fitness, equipped to protect themselves from disease and injury.
- ★ **Train, equip and deploy.** Ensure that the deploying medical units are capable of supporting the medical requirements of the deployed forces under any contingency.
- ★ **Manage and promote health.** Provide a continuum of accessible, cost-effective, quality care to support the health care needs of eligible beneficiaries.

Activities: The Army Medical Department is commanded by the Army Surgeon General, who



has the dual responsibility of advising the Army's leaders on health matters (the Surgeon General's job as a senior Army staff officer) and managing one of the largest, most complex health care delivery systems in the world. The department also provides trained medical specialists to the Army's combat medical units, which are assigned directly to combatant commanders. The Army Medical Department

includes the Army's fixed hospitals and dental facilities; preventive health, medical research, development and training institutions; and a veterinary command that provides food inspection and animal care services for the entire Department of Defense.

Soldiers are not the only ones who benefit from the work of the Army Medical Department. The American people benefit from the way the Army Medical Department enhances the Army's ability to defend the nation and its vital interests. American civilians also reap benefits from Army medical research, training and professional care. Army medical research has played a major role in the progress of public health and medical science. Many caregivers, medical technicians, health care administrators and researchers in civilian medical facilities received their training and experience in the Army. And Army medical soldiers are among the first in action when natural disasters such as hurricanes and earthquakes overtax civilian medical resources.

People: 53,165

Active duty: 27,097

Civilians: 26,068

Website: www.armymedicine.army.mil

U.S. Army Intelligence and Security Command (INSCOM)

Headquarters: Fort Belvoir, Virginia

Mission: INSCOM conducts dominant intelligence, security and information operations for military commanders and national decision-

makers. Charged with providing the warfighter the seamless intelligence needed to understand the battlefield and to focus and leverage combat power, INSCOM collects intelligence information in all intelligence disciplines. INSCOM also conducts a wide range of production activities, ranging from intelligence preparation of the battlefield to situation development, signals intelligence analysis, imagery



analysis, human intelligence, and science and technology intelligence production. INSCOM also has major responsibilities in the areas of counterintelligence and force protection, electronic warfare and information warfare, and support to force modernization and training.

Activities: INSCOM is a global command with four brigades that tailor their support to the specific needs of different theaters. Eight other groups or activities located worldwide focus primarily on a single intelligence discipline or function. They are available in a reinforcing role, enabling any combat commander to use INSCOM's full range of unique capabilities. INSCOM units support Army missions worldwide. Units are stationed in Germany, Japan, Korea, the United Kingdom, Hawaii and the continental United States. Army National Guard and Army Reserve units also support the INSCOM mission.

People: 11,000

Active duty: 9,000

Civilians: 2,000

Website: www.vulcan.belvoir.army.mil

U.S. Army Criminal Investigation Command (CID)

Headquarters: Fort Belvoir, Virginia

Mission: CID investigates felony violations of the Uniform Code of Military Justice and other criminal provisions of the United States Code in which the Army has an interest. The agency also provides protective services for senior Defense Department and Army leaders, and supports field commanders and communities to solve major and violent crimes.



Activities: As the primary provider of criminal investigative support to the Army, CID operates a forensic laboratory, criminal-records repository, procurement fraud unit, and counternarcotics investigations. It solves crimes, assesses the potential for crime, and prevents felony crimes against the Army, its soldiers, family members and employees. CID also provides forces for peacetime and battlefield investigations, including logistics security, criminal intelligence collection, criminal investigations, protective services operations and war crimes investigations. Using modern investigative techniques, equipment and systems, CID concerns itself with every level of the Army throughout the world in which criminality can or has occurred. CID searches out the full facts of a situation, organizes the facts into a logical summary of investigative data, and presents this data to the responsible command or to a United States attorney as appropriate. The responsible command or the U.S. attorney then determines what action will be taken.

People: 2,054

Active duty: 1,024

Army National Guard: 76

Army Reserve: 437

Civilians: 517

Website: www.belvoir.army.mil

U.S. Army Military District of Washington (MDW)

Headquarters: Fort McNair, Washington, DC

Mission: MDW responds to crisis, disaster or security requirements in the National Capital Region through implementation of various contingency plans, and provides base operations support for Army and Department of Defense organizations throughout the National Capital Region. Additionally, a variety of specialized support is provided including personal property shipping for the region, rotary-wing airlift, and



operation of the Arlington National Cemetery. MDW also conducts official ceremonies, locally and worldwide, on behalf of the nation's civilian and military leaders.

Activities: MDW is the home of the Army's official ceremonial unit, the 3d U.S. Infantry (The Old Guard) and the U.S. Army Band (Pershing's Own), two units that represent the

Army and the nation thousands of times each year. Both are familiar sights in the nation's capital. They participate in ceremonies including simple wreath ceremonies at the Tomb of the Unknowns, state funerals, and official arrival ceremonies for visiting chiefs of state and other dignitaries. The Army Band and The Old Guard perform for the "Twilight Tattoo" at the Ellipse during the summer months. The Army Band also performs concerts at the U.S. Capitol and the Washington Monument during the summer, as well as dozens of other special concerts throughout the year. MDW also produces the annual Army Ten-Miler, which takes place every October in conjunction with the AUSA Annual Meeting. America's largest ten-mile race is renowned for its esprit de corps, competition and runner support, and is recognized by *Runner's World* magazine as one of the top 100 races in the country.

People: 5,582

Active duty: 2,650

Civilians: 2,932

Website: www.mdw.army.mil

Appendix E

Major U.S. Army Installations

Most Army installations have taken advantage of the Internet to improve communications with and about their facilities. The URLs are listed below.

NOTE: The number in parentheses indicates the congressional district(s) within which the installation is located; (AL) indicates At Large.

ALABAMA

Redstone Arsenal, Huntsville (5) www.redstone.army.mil

Fort Rucker, Ozark (2) www-rucker.army.mil

Fort Benning, GA, Phenix City (3) www.benning.army.mil

ALASKA

Fort Greeley, Delta Junction (AL) www.usarak.army.mil

Fort Richardson, Anchorage (AL) www.usarak.army.mil

Fort Wainwright, Fairbanks (AL) www.usarak.army.mil

ARIZONA

Fort Huachuca, Sierra Vista (5) huachuca-www.army.mil or usaic.hua.army.mil

Yuma Proving Ground, Yuma (2) www.yuma.army.mil

CALIFORNIA

Defense Language Institute, Presidio, Monterey (17) pom-www.army.mil

Fort Irwin, Barstow (40) www.irwin.army.mil

Sierra Army Depot, Herlong (2) www.sierra.army.mil

COLORADO

Fort Carson, Colorado Springs (5) www.carson.army.mil

GEORGIA

Fort Benning, Columbus (3) and Phenix City, AL (3) www.benning.army.mil

Fort Gillem, Atlanta (3) www.mcpherson.army.mil/Fort_Gillem.htm

Fort Gordon, Augusta (10) www.gordon.army.mil

Hunter Army Airfield, Savannah (1) www.stewart.army.mil/homepage.htm

Fort McPherson, Atlanta (5) www.mcpherson.army.mil

Fort Stewart, Hinesville (1) www.stewart.army.mil/homepage.htm

HAWAII

Schofield Barracks, Honolulu (2) www.25id.army.mil (25th Infantry Division website)

Fort Shafter, Honolulu (1) www.usarpac.army.mil/home.htm (USARPAC website)

KANSAS

Fort Leavenworth, Leavenworth (2) leav-www.army.mil

Fort Riley, Junction City (2) www.riley.army.mil

KENTUCKY

Fort Campbell, Hopkinsville (1) and Clarksville, TN (7) (8) ww.campbell.army.mil/campbell.htm

Fort Knox, Louisville (2) www.knox.army.mil/index.stm

LOUISIANA

Fort Polk, Leesville (4) www.jrtc-polk.army.mil

MARYLAND

Aberdeen Proving Ground, Aberdeen (2) www.apg.army.mil

Fort Detrick, Frederick (6) www.armymedicine.army.mil/detrick/index.cfm

Fort George G. Meade, Laurel (5) www.ftmeade.army.mil

Walter Reed Army Institute of Research (8) www.walterreed.army.mil

or www.wramc.amedd.army.mil

MISSOURI

Fort Leonard Wood, Rolla (4) www.wood.army.mil

NEW JERSEY

Fort Dix, Wrightstown (3) www.dix.army.mil

Fort Monmouth, Redbank (12) www.monmouth.army.mil

Picatinny Arsenal (11) www.pica.army.mil

NEW MEXICO

White Sands Missile Range, Las Cruces (2) www.wsmr.army.mil

NEW YORK

Fort Drum, Watertown (24) www.drum.army.mil

Fort Hamilton, Brooklyn (9) www.hamilton.army.mil

U.S. Military Academy, West Point (19) www.usma.edu

NORTH CAROLINA

Fort Bragg, Fayetteville (7) www.bragg.army.mil

OKLAHOMA

Fort Sill, Lawton (4) sill-www.army.mil

PENNSYLVANIA

Carlisle Barracks, Carlisle (19) carlisle-www.army.mil

Letterkenny Army Depot, Harrisburg (9) www.letterkenny.army.mil

SOUTH CAROLINA

Fort Jackson, Columbia (2) jackson-www.army.mil

TENNESSEE

Fort Campbell, KY, Clarksville (7) (8)

www.campbell.army.mil/campbell.htm

TEXAS

Fort Bliss, El Paso (16) www.bliss.army.mil

Fort Hood, Killeen (11) www.hood-pao.army.mil

Fort Sam Houston, San Antonio (20) www.cs.amedd.army.mil

VIRGINIA

Fort A. P. Hill, Bowling Green (1) www.aphill.army.mil

Fort Belvoir, Fairfax County (8) www.belvoir.army.mil

Fort Eustis, Newport News (3) www.eustis.army.mil

Fort Lee, Petersburg (4) www.lee.army.mil

Fort Monroe, Hampton (1) www.monroe.army.mil

Pentagon, Arlington (8) www.defenselink.mil/pubs/pentagon/

Fort Myer, Arlington (8) www.fmmc.army.mil

Fort Story, Virginia Beach (2) www.eustis.army.mil

U.S. Army Materiel Command (8) www.amc.army.mil

WASHINGTON

Fort Lewis, Tacoma (9) (6) www.lewis.army.mil

WISCONSIN

Fort McCoy, Sparta (6) www.mccoy.army.mil

DISTRICT OF COLUMBIA

Fort Lesley J. McNair, Washington DC (AL) www.fmmc.army.mil (part of Fort Myer's website)

Walter Reed Army Medical Center, Washington DC (AL)

www.walterreed.army.mil or www.wramc.amedd.army.mil

Appendix F

Useful Army Websites

Association of the United States Army

AUSA www.ausa.org

Army

Army Home Page www.army.mil

Major Commands

Eighth U.S. Army (EUSA) www.korea.army.mil/EUSA/EUSA.htm

U.S. Army Corps of Engineers (USACE) www.usace.army.mil

U.S. Army Criminal Investigation Command (CID) www.belvoir.army.mil/cidc

U.S. Army Europe (USAREUR) www.hqusareur.army.mil

U.S. Army Forces Command (FORSCOM) www.forscom.army.mil

U.S. Army Intelligence and Security Command (INSCOM) www.vulcan.belvoir.army.mil

U.S. Army Pacific (USARPAC) www.usarpac.army.mil

U.S. Army Materiel Command (AMC) www.amc.army.mil

U.S. Army Medical Command (MEDCOM) www.armymedicine.army.mil

U.S. Army Military District of Washington (MDW) www.mdw.army.mil

U.S. Army Military Traffic Management Command (MTMC) www.mtmc.army.mil

U.S. Army South (USARSO) www.usarso.army.mil

U.S. Army Space and Missile Defense Command (SMDC) www.smdc.army.mil

U.S. Army Training and Doctrine Command (TRADOC) www.tradoc.army.mil

U.S. Army Sites

The Army

Army National Guard www.arng.ngb.army.mil/

Army Reserve www.army.mil/usar

Civilian employees www.cpol.army.mil/

Retirees www.odcsper.army.mil/Directorates/retire/retire1.asp

Veterans www.va.gov

Vision www.army.mil/armyvision/default.htm

Values www.dtic.mil/armylink/graphics/values.html

History

Army History www.army.mil/cmh-pg/default.htm
Army Historical Foundation www.Armyhistoryfnd.org
American Battle Monuments www.abmc.gov
Korean War 50th Anniversary korea50.army.mil
Asian Pacific Medal of Honor www.army.mil/moh/moh.htm
Institute of Heraldry www.perscom.army.mil/tagd/tioh/tioh.htm
U.S. Army Band www.army.mil/armyband
3d U.S. Infantry Division (The Old Guard) www.mdw.army.mil/OLDGUARD/default.htm
Golden Knights www.usarec.army.mil/hq/GoldenKnights/index.htm
Awards www.perscom.army.mil/tagd/awards/index.htm
Atlases www.dean.usma.edu/history/dhistorymaps/Atlas%20Page.htm
Reunions www.usmc.mil/reunions/reunions.nsf/Armyapproved?OpenView&count=99999
POW/MIA www.dtic.mil/dpmo/

Locate

Soldier www.erec.army.mil/
Unit www.army.mil/public/organization.htm
Installation www.army.mil/public/installations.htm
New Site www.army.mil/public/date_official.htm
Reunion www.usmc.mil/reunions/reunions.nsf/Armyapproved?OpenView&count=99999
Subject www.army.mil/public/keyword_official.htm

Organization

Secretariat www.army.mil/public/secretariat.htm
Army Staff www.army.mil/public/arstaff.htm
Major Command www.army.mil/public/macom.htm

Records

Active Duty www.erec.army.mil
Retiree www.nara.gov/regional/mpr.html
Veterans www.nara.gov/regional/mpr.html
Civilian employees www.nara.gov/regional/cpr.html

Soldier and Family

Army Family Liaison www.hqda.army.mil/acsimweb/family/family.htm
Family Action Plan trol.redstone.army.mil/mwr/afap/index.html
Community Service trol.redstone.army.mil/acs/index.html
Single Soldiers trol.redstone.army.mil/mwr/boss/index.html
Morale, Welfare and Recreation (MWR) trol.redstone.army.mil/mwr/index.html
Child Care trol.redstone.army.mil/mwr/cds/

Health Care

TRICARE www.tricare.osd.mil
Active Duty www.tricare.osd.mil/tricare/beneficiary/tricareprime.html

Active Reserve/Guard www.tricare.osd.mil/reserve/
 Retirees www.tricare.osd.mil/tricare/beneficiary/SeniorPrime.html
 Veterans www.va.gov/vbs/health/index.htm
 Dental Care (TRICARE) www.perscom.army.mil/tagd/FMDP.htm
 Red Cross www.redcross.org/afes/sidepgs/lean.html
 DEERS (Defense Enrollment Eligibility Reporting System) www.tricare.osd.mil/DEERSAddress/

Topics of Interest

Anthrax www.anthrax.osd.mil/
 Biological Agents www.defenselink.mil/specials/chembio/
 Breast Cancer www.tricare.osd.mil/breastcancer/dodbc.html
 Fraternization www.defenselink.mil/specials/fraternization/
 Replace Food Stamps www.defenselink.mil/news/Jul2000/n07282000_20007281.html
 Gulf War Illnesses www.tricare.osd.mil/pgulf/gulfwar.html
 Military Funeral www.militaryfuneralhonors.osd.mil/
 Voting www.fvap.ncr.gov/

Publications

AUSA's *ARMY* magazine and *AUSA News* www.ausa.org
 AUSA's Institute of Land Warfare www.ausa.org
 Army Publications www.usapa.army.mil/
 Army Quality www.hqda.army.mil/leadingchange/
 Early Bird ebird.dtic.mil (must be on a military computer)
Parameters carlisle-www.army.mil/usawc/Parameters/
 Posture Statement www.army.mil/aps/default.htm
Soldiers Almanac www.dtic.mil/soldiers/jan2000/index.html
 Soldiers Online www.dtic.mil/soldiers/aug2000/index.html

Related Sites

Army Public Affairs www.dtic.mil/armylink/
 Department of Defense www.defenselink.mil/
 Joint Chiefs of Staff www.dtic.mil/jcs/

Military Services

Navy www.navy.mil/
 Air Force www.af.mil/
 Marines www.usmc.mil/
 Coast Guard www.uscg.mil/
 The Pentagon www.defenselink.mil/pubs/pentagon/
 Veterans Affairs www.va.gov/

Research

Army Historical Foundation www.Armyhistoryfnd.org
 U.S. Army Center of Military History www.cmh.army.mil
 Army Knowledge Online www.army.mil/ako/

Atlases www.dean.usma.edu/history/dhistorymaps/Atlas%20Page.htm
Digital Library www.adtdl.army.mil/atdls.htm
Frequently Asked Questions www.dtic.mil/armylink/faq/index.html
Freedom of Information www.defenselink.mil/pubs/foi
Lessons Learned call.army.mil/call.html
Libraries www.defenselink.mil/other_info/libraries.html#army
Library of Congress www.locweb.loc.gov/
National Archives www.nara.gov

About the Army

Leaders

Secretary of the Army www.hqda.army.mil/secarmy/
Chief of Staff of the Army www.army.mil/csa/
Under Secretary of the Army www.army.mil/usa/
Vice Chief of Staff of the Army www.army.mil/vcsa/
Sergeant Major of the Army www.hqda.army.mil/sma/
History www.army.mil/cmh-pg/default.htm
Vision www.army.mil/armyvision/default.htm
Values www.dtic.mil/armylink/graphics/values.html

What's New

Promotions www.army.mil/promotions.htm
Korean War Commemorative korea50.army.mil
Soldiers Online www.dtic.mil/soldiers/jun2000/index.html

Where They Are

Soldiers www.erec.army.mil
Installations www.army.mil/public/installations.htm

Relocations

Sites www.dmdc.osd.mil/sites/owa/ShowPage?p=index
Army Housing www.armyhousing.net/pcs/

Careers

Be All You Can Be

Military Entrance Processing Station www.mepcom.army.mil/futurenow.htm
Career Exploration Program www.dmdc.osd.mil/asvab/CareerExplorationProgram/
Army Recruiting www.goarmy.com/
Army Reserve Recruiting www.goarmy.com/
National Guard www.1800goguard.com/
Warrant Officer Recruiting www.usarec.army.mil/hq/warrant/index.htm
USAR Active Guard Reserve Program www.2xcitizen.usar.army.mil

Personnel Management

Soldier Personnel Information www.perscom.army.mil/

Officer

Officer Management www.perscom.army.mil/opmd/opmd.htm

Army Officer Candidate School www.armyocs.com/home/

Officer Selections and Promotions www.perscom.army.mil/select/ofwoprom.htm

Warrant Officer

Warrant Officer Division www.perscom.army.mil/OPWod/wod.htm

Warrant Officer Career Center leav-www.army.mil/wocc/

Warrant Officer Selections and Promotions www.perscom.army.mil/select/ofwoprom.htm

Enlisted

Enlisted Management www.perscom.army.mil/enlist/enlist.htm

Noncommissioned Officer Academy www.perscom.army.mil/epncoes/NCOALINK.htm

Enlisted Selections and Promotions www.perscom.army.mil/select/enlisted.htm

Civilians

Office of Personnel Management www.opm.gov/

Army Civilian Personnel Office www.cpol.army.mil/

Pay Scale www.opm.gov/oca/2000tbls/GSannual/INDEX.HTM

Jobs www.usajobs.opm.gov/

Federal Retirement Programs www.opm.gov/retire/

Retirees

Home for Heros www.defenselink.mil/specials/heroes/index.html

Retirement Services www.odcsper.army.mil/Default.asp?pageid=16

Veterans

Veterans Affairs www.va.gov/

Military Funerals www.militaryfuneralhonors.osd.mil/

Pay and Benefits

Money Matters www.dfas.mil/money/

Basic Housing Allowance www.dtic.mil/perdiem/bah.html

Medical Benefits (TRICARE) www.tricare.osd.mil

Dental Benefits www.perscom.army.mil/tagd/FMDP.htm

Army Education www.perscom.army.mil/education/

Army Family Life www.hqda.army.mil/acsimweb/family/family.htm

Army Career and Alumni Program www.acap.army.mil/acap/home.shtml

Morale, Welfare and Recreation trol.redstone.army.mil/mwr/

Education

United States Military Academy www.usma.edu/

Army Schools call.army.mil/call/homepage/sch_army.htm

Joint Service Schools call.army.mil/call/homepage/sch_jnt.htm
Army Officer Candidate School www.armyocs.com/home
Reserve Officer Training Course www.rotc.monroe.army.mil/
Warrant Officer Career Center leav-www.army.mil/wocc/
Army Education Center www.perscom.army.mil/education/
Army Training Support Center www.atsc.army.mil/

Soldiers on Point

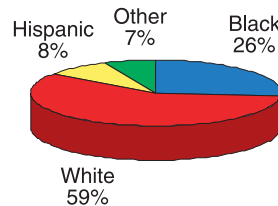
Alaska www.usarak.army.mil/
Asia-Pacific (USARPAC) www.usarpac.army.mil/home.htm
Belgium w3ace.shape.army.mil/SHAPE/Default.htm
Bosnia www.tfeagle.army.mil/
Egypt www.iaw.on.ca/%7Eawoolley/mfo.html
Europe www.hqusareur.army.mil/
Hawaii www.25idl.army.mil/
Italy www.setaf.army.mil/
Japan www.usarj.pac.army.mil/index.htm
Korea www.korea.army.mil
Kosovo www.hqusareur.army.mil/
Kuwait www.kuwait.army.mil/
Saudi Arabia www-sa.arcent.army.mil
South America www.southcom.mil/home/index.htm

Appendix G

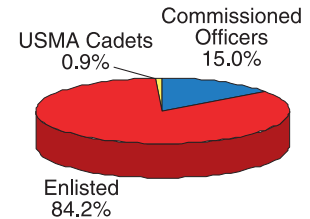
Additional Army Demographics

Active Army

Active Army – A Diverse Force

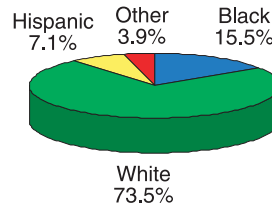


Active Army Women

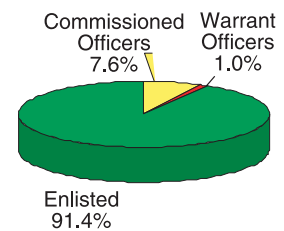


Army National Guard

ARNG – A Diverse Force

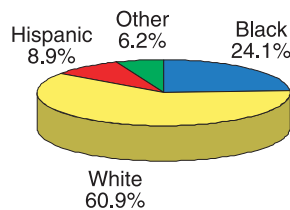


ARNG Women

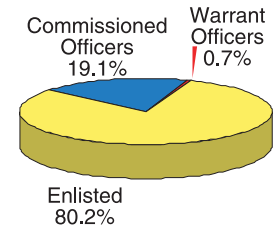


Army Reserve

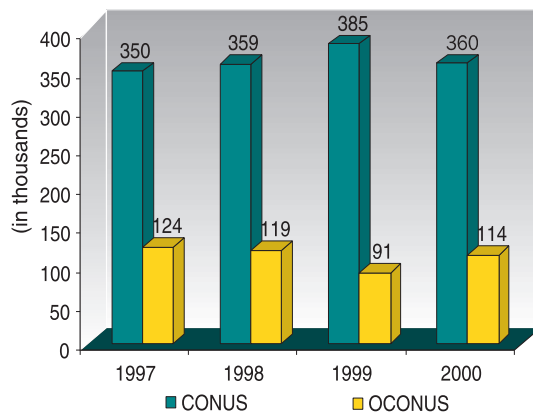
Army Reserve – A Diverse Force



Army Reserve Women



Location of the Force



Army Retirees

Officer

Average rank: Lieutenant Colonel
Average age: 43 years
Average service time: 22 years

Enlisted

Average rank: Sergeant First Class
Average age: 41 years
Average service time: 22 years

Source: *Soldiers Almanac*, January 2001

Appendix H

Glossary of Selected Army Abbreviations/Acronyms

1LT	First Lieutenant	C⁴ISR	Command, Control, Communica- tions, Computers, Intelligence, Surveillance and Reconnaissance
1SG	First Sergeant		
2LT	Second Lieutenant		
AAFES	Army and Air Force Exchange Service	CA	Civil Affairs
ABN	Airborne	CAFAP	Consumer Affairs and Financial Assistance Program
AC	Active Component	CAR	Chief, Army Reserve
AC/ARNG	Active Component/Army National Guard	CDC	Child Development Center
ACR	Armored Cavalry Regiment	CENTCOM	United States Central Command
ACS	Army Community Service	CID	U.S. Army Criminal Investigation Command
AD	Armored Division	CINC	Commander in Chief
ADA	Air Defense Artillery	CINCUNC	Commander in Chief, United Nations Command
AER	Academic Evaluation Report or Army Emergency Relief	CJCS	Chairman, Joint Chiefs of Staff
AFAP	Army Family Action Plan or Army Family Advocacy Program	CMTC	Combat Maneuver Training Center
AFH	Army Family Housing	COL	Colonel
AFTB	Army Family Team Building	CONUS	Continental United States
AGR	Active Guard and Reserve	CPL	Corporal
AMC	Army Materiel Command	CPT	Captain
AR	Army Regulation	CSM	Command Sergeant Major
ARCENT	U.S. Army Central Command	DA	Department of the Army
ARNG	Army National Guard	DARPA	Defense Advanced Research Projects Agency
ARSPACE	U.S. Army Space Command	DCSLOG	Deputy Chief of Staff, Logistics
AWE	Advanced Warfighting Experiment	DCSOPS	Deputy Chief of Staff, Operations and Plans
BAH	Basic Allowance for Housing	DCSPER	Deputy Chief of Staff, Personnel
BAQ	Basic Allowance for Quarters	DCSPRO	Deputy Chief of Staff, Programs
BAS	Basic Allowance for Subsistence	DeCA	Defense Commissary Agency
BRAC	Base Realignment and Closure	DEERS	Defense Enrollment Eligibility Reporting System
BG	Brigadier General		
C²	Command and Control	DIA	Defense Intelligence Agency
C²I	Command, Control and Intelligence	DISCOM	Division Support Command
C³	Command, Control and Communications	DIVARTY	Division Artillery
C⁴I	Command, Control, Communica- tions, Computers and Intelligence	DoD	Department of Defense
		EFMP	Exceptional Family Member Program

eSB	Enhanced Separate Brigade	MFO	Multinational Force and Observers
EUCOM	United States European Command	MG	Major General
EUSA	Eighth U.S. Army	MIA	Missing in Action
FA	Field Artillery	MOOTW	Military Operations Other Than War
FCC	Family Child Care	MOS	Military Occupational Specialty
FCS	Future Combat System	MOUT	Military Operations in Urban Terrain
FLO	Army Family Liaison Office	MP	Missing Personnel
FM	Field Manual	MSG	Master Sergeant
FMEAP	Family Member Employment Assistance Program	MTMC	U.S. Army Military Traffic Management Command
FORSCOM	U.S. Army Forces Command	MTW	Major Theater War
FY	Fiscal Year	MWR	Morale, Welfare and Recreation
GEN	General	NAEYC	National Association for the Education of Young Children
IBCT	Interim Brigade Combat Team	NATO	North Atlantic Treaty Organization
IG	Inspector General	NBC	Nuclear-Biological-Chemical
ID	Infantry Division	NCA	National Command Authorities
IMA	Individual Mobilization Augmentee	NCO	Noncommissioned Officer
INSCOM	U.S. Army Intelligence and Security Command	NCOES	Noncommissioned Officer Education System
IRR	Individual Ready Reserve	NEO	Noncombatant Evacuation Operation
J-1	Manpower and Personnel*	NMD	National Missile Defense
J-2	Intelligence*	NPSP	New Parent Support Program
J-3	Operations*	NTC	National Training Center
J-4	Logistics*	O&M	Operation and Maintenance
J-5	Strategic Plans and Policy*	OCAR	Office of the Chief, Army Reserve
J-6	Command, Control, Communications and Computer Systems*	OCONUS	Outside the Continental United States
J-7	Operational Plans and Interoperability*	OCS	Officer Candidate School
J-8	Force Structure, Resources and Assessment*	OPTEMPO	Operating Tempo
JAG	Judge Advocate General	OSD	Office of the Secretary of Defense
JCS	Joint Chiefs of Staff	OTSG	Office of The Surgeon General
JFCOM	U.S. Joint Forces Command	PACOM	United States Pacific Command
JRTC	Joint Readiness Training Center	PCS	Permanent Change of Station
JTF	Joint Task Force	PERSCOM	Total Army Personnel Command
KTO	Korean Theater of Operations	PFC	Private First Class
LCC	Land Component Commander	POW	Prisoner of War
LT	Lieutenant	PSYOP	Psychological Operations
LTC	Lieutenant Colonel	PV2	Private (E-2)
LTG	Lieutenant General	PVT	Private (E-1)
MACOM	Major Army Command	QDR	Quadrennial Defense Review
MAJ	Major	R&D	Research and Development
MDW	Military District of Washington	R&R	Rest and Recreation or Resource and Referral
MEDCOM	U.S. Army Medical Command	RC	Reserve Component(s)

* JCS-level staff position

RDA	Research, Development and Acquisition	TMD	Theater Missile Defense
RDT&E	Research, Development, Test and Evaluation	TOC	Tactical Operations Center
ROK	Republic of Korea (South Korea)	TOE	Table of Organization and Equipment
ROTC	Reserve Officer Training Corps	TRADOC	Training and Doctrine Command
RSC	Reserve Support Command	TRICARE	Department of Defense triple-option health care program
SAC	School-age Care	UW	Unconventional Warfare
SF	Special Forces	USACAPOC	U.S. Army Civil Affairs and Psychological Operations Command
SFC	Sergeant First Class		
SGM	Sergeant Major	USAF	United States Air Force
SGT	Sergeant	USAR	United States Army Reserve
SITES	Standard Installation Topic Exchange Service	USARC	U.S. Army Reserve Command
SMA	Sergeant Major of the Army	USAREUR	U.S. Army Europe
SMDC	Space and Missile Defense Command	USARPAC	U.S. Army Pacific
SOA	Special Operations Aviation	USARSO	U.S. Army South
SOAR	Special Operations Aviation Regiment	USACE	U.S. Army Corps of Engineers
SOF	Special Operations Forces	USASOC	U.S. Army Special Operations Command
SOUTHCOM	United States Southern Command	USC	United States Code
SSC	Small-scale Contingency	USCINCPAC	Commander in Chief, United States Pacific Command
SSG	Staff Sergeant	USEUCOM	United States European Command
TAPS	Tragedy Assistance Program for Survivors	USMA	United States Military Academy
TASS	Total Army School System	USSOCOM	United States Special Operations Command
TDA	Table of Distribution and Allowances	WIC	Women, Infants and Children
TDY	Temporary Duty	WMD	Weapons of Mass Destruction
TF	Task Force	WO	Warrant Officer